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ABSTRACT

In response to recommendations in the Illinois Board of Higher Education's Priorities, Quality, and Productivity report of November 1994, the 52 community colleges in the state prepared priority statements detailing specific college objectives for the current fiscal year (FY). This report provides the second update of the colleges' statements, covering FY 1997. Brief statements, from one to four pages, are provided for the following colleges: Belleville Area College, Black Hawk College, the seven City Colleges of Chicago, Danville Area Community College, College of DuPage, Elgin Community College, William Rainey Harper College, Heartland Community College, Highland Community College, Illinois Central College, the four Illinois Eastern Community Colleges, Illinois Valley Community College, Joliet Junior College, John A. Logan College, Lincoln Land Community College, Lewis & Clark Community College, Lake Land College, College of Lake County, Kiswaukee College, Kaskaskia College, Kankakee Community College, McHenry County College, Metropolitan Community College, Moraine Valley Community College, Morton College, Oakton Community College, Parkland College, Prairie State College, Rend Lake College, Richland Community College, Rock Valley College, Carl Sandburg College, Sauk Valley Community College, Shawnee College, Southeastern Illinois College, South Suburban College, Spoon River College, Triton College, Waubonsee Community College, and John Wood Community College. (HAA)

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PRIORITIES STATEMENTS OF COMMUNITY COLLEGES

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JC 960 602

Belleville Area College

Response to Question C-2.3

Pursuant to IBHE's *Recommendations for 1994-95,* the College adopted and submitted *Priorities Statements* for FY 1996 in August of 1995. These statements were reviewed and updated in June and July of 1996; the *PQP Priorities Statement for FY 1997* are presented on the two pages immediately following this response.

Develop and Preserve the College's Physical Facilities

Implement the July 1994 *Program Statement for Expansion* (RAMP) upon the appropriation of State funds.

- Continue to reserve the needed local matching funds for the ICCB capital construction grant for permanent facilities expected in FY 1997.

- Implement the planning mechanism to prepare for the construction of new permanent facilities at the Red Bud and Belleville Campuses.

Develop a long-range master plan for the maintenance, renovation, and repair of all College facilities; complete during FY 1997.

Resubmit a RAMP request for the construction of a visual and performing arts center that is consistent with Phase II of the Master Site Plan.

Acquire and Implement New Instructional, Program, and Office Technology

Survey/prioritize departmental technology needs and develop a multi-year capital budget for consideration in FY 1997.

Acquire and implement technology for computer-assisted student self-advising in FY 1997.

Assess and improve the ongoing plan of in-house technology training for faculty and staff initiated in FY 1996.

Strengthen and Diversify the College's Human Resources

Continue the institutional commitment to workforce diversity by developing and expanding the pool of underrepresented groups from which College employees are selected.

Increase the number of full-time faculty to assure continued instructional quality and move toward a lower ratio of part to full-time nonfaculty staff.

Design and implement staff development programs establishing in-house career ladders that recognize employee self-improvement and continuing education.

Secure Financial Stability Sufficient to Allow the College to Accomplish its Mission

During 1996-97, commission an internal study on the adequacy of institutional resources; propose an action plan based on the study's findings.

During 1996-1997, continue the NCA-recommended study on the long-range effects of cost-containment practices on institutional quality—with regard to students, faculty, staff, and programs.

In conjunction with faculty, administration, and the BAC Foundation, develop an awareness and interest in increasing the level of external funding from gifts and grants, including a case statement for support. Implement in FY 1997; develop an action plan for FY 1998.

Improve Processes for Accountability, Assessment, Evaluation, and Planning

Implement the *Program Review* expansion process that now includes all departments and programs; implement new local plan in FY 1997.

Invest in the personnel needed to develop baseline data and to sustain data that are sufficient to assure compliance with student outcomes-based NCA, state, and federal accountability mandates; implement in 1997.

Facilitate faculty research into new academic programs; identify and acquire needed supporting services and other resources.

Systemize and improve the programs supporting student success (as defined by the attainment of both student goals and College mission); establish methods documenting program outcomes—commencing in FY 1997.

Develop Partnerships That Enhance Regional Service and Educational Opportunities

Provide public and community services which address area needs, securing external funds as appropriate.

Continue the College's commitment in leading and supporting the local Education-To-Careers partnership.

Strengthen partnerships with local governments and state agencies in providing educational opportunities through One-Stop Centers and satellites.

Black Hawk College

C-2.3: Annually Updated Priorities Statements. The *Priorities, Quality, and Productivity of Illinois Higher Education: Summary and Assessment for 1993-94 and Recommendations for 1994-95* (November 1994, page 51) contained the following reference to Priorities Statements: (Colleges should use) *"focus statements and well-defined priorities statements to make decision in planning, budget development, internal budget allocation, program review, and program development."* (Please limit your response to two pages).

PQP Organizational Priorities

Priorities Statements are derived directly from and are consistent with the Black Hawk College mission and goals. These statements focus on specific, short-term objectives. The following was produced from the January 1996 update of Black Hawk College's response to mission and goals.

PRIORITY 1 - Quality Teaching & Learning - Student learning has been enhanced through a focus on excellence in teaching and innovative instructional delivery systems. The Teaching/Learning Center and PODS (computer centers for faculty use) continue to be developed.

Specific Activities to Achieve Strategic Objectives:

1. Expanded computer technology access for instructional areas.
2. Supported and implemented the college's Outcomes Assessment Plan.
3. Trained and provided computer technology to the Teaching/Learning Center, Distance Learning Center and select labs.
4. Developed and implemented a Faculty Computer Access Plan.
5. Supported faculty in strengthening Distance Learning Opportunities.
6. Ensured efficiency/effectiveness of degree and certificate programs.
7. Created a composite profile of the "Faculty Member of the Future" for use in selecting new faculty.
8. Expanded and supported additional broadcast, online, and distance learning courses, degrees and training programs.

PRIORITY 2 - Student Access, Involvement, & Support for Success - The expanded use of technology, several reorganizations, increased office hours, flexible course scheduling, an increased number of programs, and focused niche marketing have improved student access, involvement and support for success

Specific Activities to Achieve Strategic Objectives:

1. Developed, implemented, and evaluated strategies to increase student follow up.
2. Implemented and evaluated touchstone registration, grade reports, and financial aid information.
3. Expanded the educational role of WQPT.
4. Investigated, developed, and implemented a Parking Availability-Notification System. (PANS)
5. Developed, implemented, and evaluated a system for Advising Services.
6. Fully articulated five (5) degrees within area high schools (Tech Prep).
7. Provided courses at more convenient times and places.
8. Consolidated pre-college offerings into a coherent curriculum.
9. Continued to improve the Student Center and other student service facilities.

PRIORITY 3 - Community Building - The college's relationship with the social service sector of the community is especially strong. Efforts focused on developing equally strong relationships with other sectors of the community such as education and business.

Specific Activities to Achieve Strategic Objectives:

1. Supported Black Hawk College employees involvement in community organizations, businesses, high schools, and government.
2. Increased community involvement and awareness of Black Hawk College.
3. Formed a team with area employers, schools, agencies, etc., to support and guide efforts to better prepare students.
4. Supported expansion of public higher education opportunities in the college's service area.
5. Involved the community in Black Hawk College's Strategic Planning Process

PRIORITY 4 - Diversity - Black Hawk College's diversity efforts had the participation of many of the faculty, staff, and administration in a variety of community organizations.

Specific Activities to Achieve Strategic Objectives:

1. Made positive and lasting efforts to increase minority student enrollment, retention, and success.
2. Increased minority students' opportunities for exposure to and awareness of advanced technology based careers and skills.
3. Supported and encouraged minority employees as they utilize their skills/abilities to enhance professional growth.
4. Provided a diverse and viable future work force through the integration of the EEO/AA process into the mainstream recruiting process.
5. Created a multicultural student center which will promote understanding the valuing of differences and similarities.
6. Developed and supported minority faculty internships
7. Provided at least one presentation on diversity for every Black Hawk College academic department.
8. Developed, coordinated, and facilitated at least six presentations by student clubs to the academic and support areas that raise awareness and sensitivity to the special needs of students.

PRIORITY 5 - Institutional Excellence - The college implemented a variety of technologies in the system providing an atmosphere that is conducive to learning and continuous improvement.

Specific Activities to Achieve Strategic Objectives:

1. Strengthened the system by which performance of academic programs/services is assessed and action plans are developed and implemented.
2. Supported initiatives that lead to increased visibility for the college as a quality institution.
3. Improved college grounds, facilities, classrooms, and laboratories
4. Improved delivery of security services at campus locations.
5. Developed, implemented, and evaluated operational systems.
6. Developed a process for seeking/accepting/administering grants and contracts.
7. Implemented a Workplace Safety Program.

PRIORITY 6 - International Awareness - The International Initiatives program grew in the number of international students on campus and the international activities which directly affect the community such as the development of the International Trade Certificate.

Specific Activities to Achieve Strategic Objectives:

1. Developed, implemented, and evaluated plans to increase awareness that we live and work in a global community, through such vehicles as Weekly Word, the Chieftain, and Intercom.
2. Provided equipment and educational tools which can be used by international students and faculty.

3. Promoted the concept that Black Hawk College is a diverse, international institution by locating an international center at the College which is available to the entire Quad-Cities area.
4. Enhanced Black Hawk College's reputation within the community by exhibiting a presence and active participation at various international community events.
5. Internationalized college facilities though the utilization of bulletin boards and nation's flags.
6. Utilized multiple languages for college signage.
7. Won ACIIE national award for exemplary ESL program.

PRIORITY 7 - Resource Optimization - A major effort to optimize financial resources has been the initiation of a capital campaign (fund raising) feasibility study. Major financial goals have been identified and are in the process of being reviewed by focus groups for their viability. Continued financial analysis of instructional and noninstructional areas of the college, most notably through the ICCB PQP/Program Review process, have been done in an effort to improve the financial stability of the college. Physical resources of the college are being optimized through a series of facilities projects. The college's human resources are being optimized through increased employee development activities.

Specific Activities to Achieve Strategic Objectives:

1. Developed and implemented strategies that assure a successful capital fund feasibility study.
2. Implemented PQP (Priority/Quality/Productivity) Process Recommendations and Black Hawk College Program Review.
3. Developed five fully operational high tech distance learning facilities.
4. Strengthened the Black Hawk College Foundations.
5. Developed, implemented, and monitored an ongoing Supervisory Training Program.
6. Reduced costs/expenditures in controllable benefit programs.
7. Developed a plan utilizing technology to optimize use and maintenance of college facilities.
8. Developed and implemented a Risk Management Program.
9. Improved access, performance, and range of services available on computer systems and networks.

PRIORITY 8 - Service with Flexibility & Responsiveness - Numerous internal improvements have occurred, including touchtone registration, computer availability, enhanced telephone systems, and customized curricula designed to help students, faculty, and administration in their respective areas.

Specific Activities to Achieve Strategic Objectives:

1. Improved work space where needed.
2. Established a Help Desk to support staff computer users.
3. Expanded telephone services as needed.
4. Streamlined Freedom of Information Act process.
5. Improved customer services and satisfaction.
6. Strengthened services to business and industry.

PRIORITY 9 - Leadership Through Service - The college's role in Leadership Henry County, the college's Leadership Institute, and the college's role in the development of the Quad City Chamber of Commerce Leadership program have all served to position the college as a vital resource for leadership development. Work continues in preparing employees for leadership roles, encouraging employees to share their talents in leadership positions within the community and in professional organizations, and to better document the leadership roles employees are performing.

Specific Activities to Achieve Strategic Objectives:

1. Completed a plan to implement "Leadership—Henry County."

2. Encouraged and supported the employee community in making presentations at national, regional, and state conferences.
3. Encouraged and supported the employee community in providing leadership in professional and community groups.
4. Developed a Leadership Institute at Black Hawk College.

PRIORITY 10 - Institutional Awareness and Communication - Efforts to improve Institutional Awareness and Communication are unending. Two particularly effective efforts have been the college's participation in the CMI conflict resolution process with its bargaining units and participation by over 70 college employees in the Foundations program. Work must continue to make the benefits of both these programs felt throughout the college.

Specific Activities to Achieve Strategic Objectives:

1. Developed and implemented plans to broaden the employee community and trustees' knowledge of the financial management practices at the college.
2. Initiated efforts designed to enhance Black Hawk College's image among alumni.
3. Improved signage at all college locations.
4. Developed new ways to involve the academic areas in the marketing of the college.
5. Strengthened communication with students and the employee community.
6. Promoted resolution of differences through collaborative negotiating process.

City Colleges of Chicago
Richard J. Daley College

C-2.3: Annually Updated Priorities Statements

The Priorities, Quality and Productivity of Illinois Higher Education: Summary and Assessment for 1993-94 and Recommendations for 1994-95 (November 1994, page 51) contained the following reference to Priorities Statements: (Colleges should use) "focus statements and well-defined priorities statements to make decisions in planning, budget development, internal budget allocation, program review, and program development." Please limit your response to two pages)

Overall Programmatic/Budget Priorities for FY 97

1. Create a campus environment that is conducive to student learning
2. Establish and maintain a customer (student) focus
3. Improve internal and external communication
4. Implement new technology innovations on a college-wide basis.
5. Increase and improve articulation of courses and programs.
6. Prepare for the 1997 NCA monitoring report.
7. Begin West Side Technical Institute operations.

Transfer Education

Implement a comprehensive assessment plan to facilitate successful student placement and achievement.

Establish procedures designed to explore and formalize articulation agreements with area colleges and universities.

Review current curriculum to ensure relevance to providing learners with useful academic and personal skills for success in the workplace.

Workforce Preparation

Staff and Initiate classes at the West Side Technical Institute

Strengthen current workforce preparation programs and job placement, i.e., electronics, computer information systems, etc.

Explore the feasibility of adding new occupational programs, i.e., manufacturing support systems, computer-aided drafting, microcomputer support, etc.

Expand customized training and continuing education programs and services.

Precollegiate/ALSP/Community Service

Increase the college's awareness of pre-collegiate programs.

Coordinate all pre-collegiate programs in order to facilitate the transition of students to credit and career programs.

Develop a College Prep Program which includes pre-credit and developmental courses.

College Management

Create a campus environment that is conductive to student learning which is focused on communication, teamwork, quality and positive working relationships.

Develop a collegewide plan for the use of technology which will integrate educational and administrative applications.

Implement the staff development plan that provides training and an employee recognition program designed to enhance student success and institutional effectiveness.

Improve the interior and exterior areas of the campus to ensure that the college is safe, attractive, and supports student learning.

Participate in the long-range strategic planning process.

City Colleges of Chicago
Kennedy-King College

C-23: Annually Updated Priorities Statement

The philosophy of Kennedy-King College, derived from the philosophy of the City Colleges of Chicago as defined by the Illinois Master Plan for Higher Education and the Illinois Public Co Community College Act, is to accept all eligible students and to provide them with an education appropriate to their needs that will allow them to achieve the kind of economic, cultural, and social life they desire.

The college developed a Five-Year Strategic Plan (1991-1996)) delineating institutional priorities for the planning period. The original seven major goals which pervaded all divisions of the College were updated and extended into the current "Three-Year Planning Goals." The current Three-Year Planning Goals are included in this section as they appear in the Fiscal Year 1996 Annual Plan and Budget.

Transfer Education Goals

- Revitalize existing programs and implement viable new programs;
- Improve communication with four-year colleges on the performance of Kennedy-King alumni; and
- Implement a more coordinated and information-based marketing/outreach/recruitment system.

Workforce Preparation Goals

- Integrate school-to-work initiatives in credit and noncredit programs with accompanying faculty and staff development.
- Institute a collegewide system to improve employability of completers; and
- Continue to expand and refine the structure of high school Tech Prep partnership programs to facilitate the enrollment and success of participants in the college.

Pre-Collegiate/ALSP/Community Service Goals

- Complete the transition of the Washburne training programs into the Kennedy-King Career program structure;
- Develop models for matriculation of students from Dawson/Washburne, Alternative High School, GED, and Continuing Education programs into college credit degree programs; and
- Establish Kennedy-King as a site for administration of the GED examination.

College Management

- Improve institutional management and establish indicators of institutional effectiveness;
- Implement and document effectiveness of a more systematic approach to enrollment management, particularly student retention;
- Utilize, modify and upgrade facilities in response to program needs;
- Develop and implement a focused external resource development program;
- Institutionalize processes that are student/client oriented in all student services; and
- Improve relationship and image of vocational and career programs with employers.

City Colleges of Chicago
Malcolm X College

C-2.3: ANNUALLY UPDATED PRIORITIES STATEMENTS

Malcolm X College has identified the following priority statements for FY 96:

To ensure institutional effectiveness by maintaining a student-first philosophy, academic excellence, and cost-effective programs, Malcolm X College will:

1. Increase recruitment and retention by providing improved marketing programs, articulation strategies, and enhanced academic support, counseling and advisement services

2. Continue to add state-of-the-art technology (computer, video and voice) and provide adequately trained staff for its utilization

3. Allocate adequate resources in preparation for the college's North Central Association (NCA) evaluation

4. Provide a well-trained customer service oriented college staff, transportable in attitude and skills, through focused staff development activities

5. Renovate the facility to upgrade targeted academic, student and community service areas of the college

6. Develop additional sources of revenue to support college programs and activities

TRANSFER EDUCATION GOALS

Goal 1
Increase number of eligible students transferring to universities

Goal 2
Develop additional articulation agreements with universities offering nursing and health science programs

Goal 3
Develop student outcomes assessment to assure that students are fully prepared for transfer to four-year schools

WORKFORCE PREPARATION GOALS

Goal 1
In conjunction with local area hospitals and businesses, develop and implement a plan to promote the College as a resource for upgrading job skills and furthering educational goals

Goal 2
Increase recruitment, retention, transfer, and job placement

Goal 3
Increase linkage, partnerships, and expand markets

Goal 4
Extend the concept of School-to-Work to include Work-to-School-to-Work to better serve our commitment to life-long learning

Goal 5
Develop student outcomes assessment to assure that students are fully prepared for the workplace (workforce)

PRE-COLLEGIATE/ALSP/COMMUNITY SERVICE GOALS

Goal 1
Continue to provide and document in-kind services rendered to the community as a part of the Malcolm X College outreach

Goal 2
Continue to offer a comprehensive pre-credit program to better prepare students for a successful entry into degree and certificate programs

Goal 3
Develop and implement a bridge to move eligible ALSP students to credit and vocational programs

Goal 4
To assess programmatic and community outreach efforts

Goal 5
Develop outcome measures to assess programmatic and outreach efforts

COLLEGE MANAGEMENT GOALS

Goal 1
Install and implement a campus information technology infrastructure that will meet today's needs, provide for future technological advances and which responds to the efficient management of campus resources

Goal 2
Implement ongoing training programs for all employees that focus on the skill requirements for new technology

Goal 3
Renovate selected areas of the college to provide necessary state-of-the art laboratory, classroom, and support space, while providing effective space utilization and remedying structural defects

Goal 4
Update the plan to continue removal of asbestos from the remaining 75 percent of the college's physical structure

Goal 5
Monitor and assess the impact of advanced technology, staff training and environmental quality of the college

Goal 6
Improve the utilization of space, materials tracking, management systems and technology in the college

City Colleges of Chicago
Olive-Harvey College

C-2.3: **Annually Updated Priority Statements**

Olive-Harvey College's priorities and plans for 1996-1997 represent comprehensive planning strategies that the college will implement in order to achieve its educational priorities and the priorities of the District.

The year ahead will be a period of substantial challenge and change for Olive-Harvey College. The annual plan for 1996-1997, will assist us as we address these many challenges. The college will: Continue activities to increase enrollment, retain and graduate students; provide quality education and strive toward excellence in meeting the needs of students. faculty, staff and the community; furnish the faculty and classrooms with resources that will provide a leading edge and assist in creating a positive learning environment: and provide for the social and economic development of the community through education.

Programmatic Priorities:

1. The college will improve course level placement procedures for students.
2. The college will increase student transfer and completion rates.
3. The college will ensure that its education core course offerings are articulated with universities and colleges within the state.
4. The college will strengthen the quality of instruction.
5. The college will increase by 10 percent its current enrollment through comprehensive retention and recruitment programs.
6. The college will increase staff productivity, efficiency of data analysis, and enhance campus communications, operations, and management through campus-wide information technology and staff development.
7. The college will promote cultural diversity between students and staff.

Objectives:

* Develop strategic plans to increase the number of students enrolling in the college career/occupational programs by 10 percent.
* Implement a pilot computerized placement testing procedure (ACCUPLACER) for fall 1996.
* Decrease by 100 percent the number of administrative withdrawals and no show withdrawals reported by faculty after day ten.
* Improve teaching and curriculum through the use of comprehensive courseware. integrated management system.,and instructional computing access network (ICAN) system.
* Improve methods of monitoring student progress/outcomes for students using academic tutorial support services.
* Achieve 100 percent participation of the faculty in a minimum of two workshops in the use of institutional effectiveness core indicators for evaluating student outcomes.
* Train faculty and academic support staff on the use of instructional technology in the classroom.
* Establish four collaborative partnerships with senior institutions, to develop articulated. seamless transfer education programs.
* Increase telephone registrations (STARS) by 50 percent for Fall 1996 and by 60 percent for Spring 1997.
* Enhance the nursing curriculum by using preceptoring as a form of clinical experience, and incorporating community-based nursing.
* Review and update curricula in nursing, business, child development, and applied sciences to ensure its appropriateness to industry needs and standards.

* Begin electronic processing of financial aid applications, and computerize other financial aid processes.
* Develop two clock-hour vocational programs by April 1997.
* Expand college course, program, and service offerings on weekends and evenings.
* Develop two new career/occupational programs.
* Expand the use of telecommunications medium by college career/occupational students, faculty, and staff by 15 percent.
* Create a more comfortable working environment through an improved HVAC system.
* Establish career/occupational agreements to provide an articulated seamless program of secondary and postsecondary education with a minimum of twelve secondary schools.
* Establish a common core of required proficiencies in math, science, communication, and technology for career/occupational programs.
* Develop marketing strategies for increasing the enrollment of physically challenged students in career/vocational programs.
* Track the academic progress of students enrolled in Tech Prep programs and develop strategies to improve academic success, based on the findings.
* Develop and execute an in-service plan to provide the career/vocational faculty and lecturers with innovative teaching techniques and retention strategies for special populations students.
* Set up work-based learning experiences with business and industry for students enrolled in career/occupational programs.

City Colleges of Chicago
Harry S Truman College

C-2.3 Updated Priorities Statement

As in last year's priorities statement, the priorities for this year are related to the four broad areas determined at the district level: transfer education; workforce preparation; precollegiate/ALSP/community service; and college management. The total priorities statement for the college consists of 53 objectives. Following are some of the objectives in each of the aforementioned categories.

Transfer Education

1. Develop an Associate in Engineering Science (AES) program consistent with the state model program to replace the current engineering concentration AS program.
2. Develop and implement a grant-funded program to encourage and enable Truman College students to seek a career in teaching.
3. Evaluate Weekend College to determine the feasibility of a Weekend specific degree or certificate program.
4. Develop and implement two student workshops for the purpose of increasing student awareness of transfer scholarship availability.

Workforce Preparation

1. Systematically market the AGS (Associate in General Studies) program to Cosmetology students.
2. Develop a comprehensive marketing piece for use in promoting workforce preparation/educational services.
3. Conduct six customized contract training sessions for business and industry (two in existing clock-hour training programs and four in CE programs.)
4. Update the Automotive Body/Fender Repair program to reflect the new technologies in the industry which is changing from repair to preparation and refinishing.

Pre-Collegiate Education/ ALSP/ Community Service

1. Increase the number of pre-credit students who successfully move to college-level courses by three percent.
2. Explore the feasibility of implementing on-line registration at Lakeview Learning Center for the fist week of registration.
3. Measure the impact of the Adult Learning Skills Program on the educational and career goals of completers at Lakeview Learning Center.
4. Evaluate 30 percent of the CE instructors with a focus on basic skills and occupational training programs.

College Management

1. Provide access to Audio-Visual Tutorial Lab for all Weekend College credit and Pre-Collegiate students.
2. Prepare for the implementation of the new Student Information System by providing personal computer training to all staff using computers.
3. Enhance customer services skills of Continuing Education staff members.
4. Establish an alumni newsletter/ magazine.

City Colleges of Chicago
Harold Washington College

C-2.3: Annually Updated Priorities Statements

The FY 1997 Strategies Plan for Harold Washington College documents an institution-wide effort by faculty, administration, professional and clerical staff, and students to set priorities for the institution and develop objectives and goals that link to the mission of the college, the Chancellor's goals for the district and to the budget. The three-year plan and the FY 1997 Annual Plan follow.

Process and Involvement

The senior administration at the district level and the seven college presidents of the seven City Colleges of Chicago comprise the Officers of the District. The City Colleges of Chicago Board of Trustees and the Officers of the District set overall planning priorities for the district and review initiatives at both the local and district level at regular board subcommittee meetings. The subcommittees on Academic Affairs, Human Resources, and Finance make recommendations to the Board of Trustees, which holds monthly board meetings and approves all major initiatives and expenditures by the colleges. The district administration and Board of Trustees receive and review the combined PQP/Program Review reports from each college. These reports as well as priority statements are integrated into the planning process at both the district and local level.

The PQP/Program Review process has been revised in FY 1996 as a result of the ICCB PQP/Program Review workshop held in December 1995. The college has clarified the principles of program review, and has enhanced the process in order to make it more inclusive of all constituencies of the college. We were only partially able to institute the new process this year, but expect to fully implement it in HWC's FY 1997 program review. The revised review process includes both program review teams who conduct the self studies of the academic, occupational, and support services programs, and a program review committee, with members representing all aspects of the college population who act as both resources to the program review teams and as a panel that reviews findings of the teams and recommends program enhancements.

The recommendations that stem from this process are then used in both implementation of our plan for assessing student academic achievement, and in our participatory strategic

City Colleges of Chicago
Wilbur Wright College

C-2.3: Annually Updated Priorities Statement

As part of District planning, each College prepares an annual educational plan that addresses the District's seven priority topics of outreach, access, testing and placement, quality student services, monitoring of student progress/outcomes, faculty/staff development, and public/community image across the service areas of Transfer Education, Workforce Preparation, Pre-Collegiate Education/Community Service, and College Management. The following listing will synthesize the College's FY 1997 22 page Educational Plan and two page Three-Year Plan under the three IBHE category headings of Instruction, Administration, and Public Service. Since the Priorities Statements are similar to those from last year's PQP Report, minor changes will be made and status updates will be provided when appropriate:

INSTRUCTION

1. Focus college efforts on converting assessment plan results into curriculum improvement. (Major reform of the college's General Education Program was achieved in the previous year, with incorporation of cross-disciplinary abilities and new assessment procedures into faculty review of curriculum.)

    - Improve retention rates in courses targeted for comprehensive assessment by 5% in two years.
    - Provide administrative response to assessment reports filed by departments within one month of receipt of report.
    - Devise method for testing for critical thinking and writing effectiveness as students near completion of their general education program.

2. Improve educational outcomes in career/occupational programs. (Last year's introduction of SCANS assessment to programs at the Humboldt Park Center showed program weakness and need for curriculum reformulation to incorporate SCANS competencies.)

    - Evaluate and revise three dock-hour programs at HPVEC: Computer Numerical Control, Office Information Specialist, and Machinist. Based on last year's evaluation, the Field Service Technician program has been discontinued.
    - Review and evaluate credit occupational programs by maintaining placement and completion rates and comparing them to goals established by DAVTE.
    - Incorporate SCANS into HPVEC programs, and refine assessment component utilizing Advisory Committee recommendations on competence and curriculum.

3. Improve transition of students between levels—ALSP/GED into Pre-Credit, Pre-Credit into developmental, developmental into degree/certificate credit. (Last year's improved linkage between Pre-credit teachers and developmental credit teachers established benchmarks of transfer and persistence rates and student expectations.)

    - Improve pre- and post-testing of GED students using TABE 7/8 and TABE 5/6 to better place students in next level curricula.
    - Enhance counseling and advising of GED and ESL students in ALSP and Pre-credit programs through more focused use of Special Populations Grant funds for these services.
    - Develop an ALSP Advisory Board to promote the program and next step opportunities for students who complete the program.

ADMINISTRATION

1. Continue maintaining cost-effective instructional services that currently yield the highest credit class size average in the state. (Same priority as last year—no changes in activities.)

2. Continue implementing District initiatives in telecommunications, improved purchasing procedures, improved management information systems, and a new student information system that will assist students in academic advisement and registration. (Basicly the same priority as last year; additional steps in purchasing of computer technology and institutional training have already been instituted in this area and will continue.)

3. Improve ALSP and Adult/Continuing Education data-gathering on student performance, office efficiency, coordinator performance, and instructional quality.

   - Reorganize Wright South (ALSP, Adult/Continuing Ed) office functions.
   - Develop and implement evaluation instruments for ALSP coordinators, ALSP adult educators, and AICE lecturers.
   - Establish better linkage with District researchers to improve data gathering on GED testing.
   - Continue development workshops and in-service opportunities for ALSP instructors.

PUBLIC SERVICE

1. Continue improving access to college services and resources through cost-effective mailings, open house activities to targeted groups, expanded linkage efforts to local high schools and employers, and cost-effective media marketing consistent with District initiatives. (No change from last year's broad range of access-enhancing activities.)

2. Continue addressing School-to-Work issues by active participation in area initiatives, aggressive marketing of occupational programs, and expansion of vocational offerings consistent with workforce needs.

   - Fully implement One Stop Career Center as part of new Workforce Development Center at Wright South.
   - Assume leadership role in Manufacturing and Health Clusters with Environmental Technology Program and allied health programs with aggressive marketing strategies.
   - Implement initiatives with business partners: The Anixter Company, Gateway Foundation, WesCorp Communiversity and outreach into the community with NORBIC, tho Greater North Pulaski Development Corporation, and the Belmont and Portage Park Chambers of Commerce.

3. Continue college's role as community resource through expanded Cultural Events Series, hosting of Northwest Business Fair, hosting of Chicagoland Music Schools Association annual convention, and expanding adult education offerings that feature technological and recreational resources of the college.

Danville Area Community College

C-2.3: Annually Updated Priorities Statements

PRIORITY STATEMENTS - FY 1996

1. Develop a planning and renewal process that will allow the college to adapt to change.

   - Continue to develop benchmark standards based on internal data and practices of other institutions.
   - Administer the assessment plan of student academic achievement as required by North Central Association.
   - Establish follow-up systems for transfer and occupational students.
   - Increase the use of the Management Information System in decision making.
   - Prudently manage current resources and aggressively seek new funding sources.
   - Develop a plan to re-engineer the instructional area of the College.
   - Create a team to develop rapid-response strategies and guide the process of change.

2. Encourage excellence in all programs and services.

   - Establish outcome measurements for each program.
   - Increase the use of technology in all the College's programs and services.
   - Increase the use of Continuous Quality Management principles at all levels of the college.
   - Increase funding for professional development.

3. Identify and exceed the expectations of students and shareholders.

   - Further refine and improve survey and follow-up system for gathering student perceptions and expectations.
   - Define shareholder demographics and identify needs, perceptions and expectations.

4. Improve the environment for working, teaching and learning.

   - Develop strategies to encourage diversity in faculty, staff, administrators, and students.
   - Develop individual employee improvement plans.
   - Complete the college's campus master facilities plan.

5. Increase retention and improve student success rates.

   - Develop a campuswide enrollment/retention plan to increase student success.
   - Modify campus programs and services based on student/shareholder expectations and needs.

6. Increase and improve service to the district.

   - Expand the use of distance learning technology throughout the district.
   - Expand partnerships with area schools, universities, community colleges, businesses, labor and human service agencies.
   - Continue the college's programs and services that provide leadership in the area's economic development.

College of DuPage

C-2.3: Annually Updated Priorities Statements

In last year's Priorities Statement, we addressed our effort to reorganize our academic administrative structure and to modify our overall approach to planning and its impact on establishing priorities. Our reorganization efforts have been achieved. Our focus on planning continues as a major point of emphasis. Two years ago, the college went through a major review of its mission. As we have focused our attention on our planning process, the following objectives were established:

- to emphasize the educational mission;
- to increase participation and collaboration;
- to integrate all institutional planning efforts;
- to link planning and budgeting, and
- to provide measurable outcomes.

Throughout the entire first year of this effort, the planning process has emphasized the educational mission. Four planning teams worked to promote and emphasize the educational mission. The effort has increased participation and collaboration across the institution. From members of the Cabinet to member of the various constituency groups, over 100 people have played an active role in these planning efforts.

The supporting institutional plans the college has developed are being incorporated into this planning effort. Representatives from each of the institutional planning teams are directly involved in forging this link. The planning process has also allowed wider representation in the process used to establish the institutional budget. Clear links are being established between institutional goals and objectives and the efforts directed towards establishing our budget. Finally, in this year's process for planning, we established thirteen (13) Core Indicators of Institutional Effectiveness. These Core Indicators will be used to establish measurable outcomes to assess how we are accomplishing our mission and, therefore, serve as measures to establish our institutional effectiveness (see attached list of Core Indicators).

In our initial analysis of the value of this effort, we have noted a number of aspects of the planning process which need attention. First, we need to simplify the process and structure, as well as reduce the size of some committees and teams. While we were intent on increasing the participation level, the number of individuals on some teams was so large it made it difficult for the team to work effectively. We also recognized a need to clarify the charge to teams and committees in order to provide them with clear directions and assist them in establishing clear purpose for their work. We also found at the end of this year's cycle that there needs to be a clearer focus on collegewide priorities. To help accomplish this, it was recognized that additional training needs to be provided to assist people with an understanding of why change is valuable, to assist them in thinking strategically and institutionally, to provide those involved with the skills to work effectively on high performance teams. Additionally, we want to offer those involved the opportunity to further understand the necessary "nuts-and-bolts" skills; i.e., developing good objectives, measurable outcomes, etc., needed to successfully accomplish the desired ends of our changed planning efforts.

In essence, College of DuPage has focused on two major issues over the last year. We have accomplished the major aspects of our reorganization effort. Specifically, we have combined our former Open and Central Campus academic structure into a single administrative unit, Academic and Student Affairs. Within that structure some additional refinements have occurred (i.e., a reduction in the number of academic division from six to four, the establishment of the Organizational and Instructional Development unit). We will continue to monitor those changes in order to establish their impact on our institutional effectiveness. Finally, we will continue our focus on revising and strengthening our planning process during the coming year. It is a key step in our efforts to be as effective as possible in establishing our institutional priorities.

Elgin Community College

Part C2: Form C2.3 - Annually Updated Priority Statements

The Master Plan approved by the Board of Trustees in July 1996 specified the following Institutional Priorities. Every two years, the progress on the five priorities will be assessed and the priorities will be updated.

Priority 1. Install New Computing and Information Systems

Action 1.1 Complete the installation of the technology infrastructure.
Action 1.2 Provide Internet access to all networks.
Action 1.3 Upgrade computers.
Action 1.4 Evaluate alternative integrated computer systems.
Action 1.5 Move toward more multi-use computer laboratories.
Action 1.6 Improve telecommunication links to Fountain Square.

Priority 2. Develop the College's Human Resources

Action 2.1 Implement a human resources development program that addresses institutional needs.
Action 2.2 Improve the organizational climate.
Action 2.3 Improve the Human Resources management information system.

Priority 3. Implement an Institutional Effectiveness and Assessment Plan

Action 3.1 Implement a complete college-wide Institutional Effectiveness and Assessment Plan with emphasis on learning-based outcomes.
Action 3.2 Implement a self-monitoring process for the Board of Trustees.

Priority 4. Improve Curriculum, Student Access and Retention

Action 4.1 Identify the needs of special district populations, especially the economically disadvantaged.
Action 4.2 Examine alternative funding structures.
Action 4.3 Assess the role the Fountain Square facility should play in the future and determine the feasibility of establishing outreach sites in areas other than the immediate main campus. If the feasibility study is positive, develop implementation plans.
Action 4.4 Increase students' achievement of goals.
Action 4.5 Improve student retention rates.
Action 4.6 Internationalize the curriculum.
Action 4.7 Determine the feasibility of designing instructional space in clusters focusing on academic activities.
Action 4.8 Expand course offerings and partnerships.

Priority 5. Promote Workforce Training and Economic Development

Action 5.1 Meet the occupational needs of the district and adjacent areas, especially in the area of technology.

Action 5.2 Increase the successful placement of graduates in jobs related to their degree.

A complete listing of priorities, actions, and strategies is available in Appendix B.

William Rainey Harper College

C-2.3: Annually Updated Priorities Statements

The priorities below include implementation goals for the preferred future initiatives and other strategies that are provide direction to the College.

EXAMINE RECOMMENDATIONS OF THE NCA SELF STUDY

- Conduct college side workshop to examine the NCA task group recommendations.
- Assess NCA recommendations and incorporate elements into the planning process.

IMPLEMENT INSTITUTIONAL STRATEGIES

- Implement year three of the Operations Analysis process.
- Prepare the initial set of institutional effectiveness goals for the College.

CLARIFY DECISION MAKING PROCESSES AND STRUCTURAL ISSUES

- Examine the structure, participation and process of shared governance.

IMPROVE CAMPUS-WIDE COMMUNICATIONS

- Utilize electronic methods to distribute key information to faculty, staff, and students including basic College information.

ENHANCE THE SUPPORT FOR INSTRUCTIONAL INITIATIVES

- Provide administrative support for the regional career cooperative staff and program services.
- Provide administrative support at the Vice President level to coordinate continuing education and extension services.
- Strengthen the Corporate Service interface with departments, faculty and current student base.
- Develop a five-year Academic Affairs Deans Council education plan.
- Support teaching and learning initiatives.

INCREASE ENROLLMENT DEVELOPMENT STRATEGIES

- Improve the enrollment projection model and incorporate outcomes into the budgeting process of the College.
- Implement marketing strategies that will strengthen College programs.
- Implement approved recommendations from the Community Assessment Program. t':,)

EXPAND PROFESSIONAL DEVELOPMENT OPPORTUNITIES

- Enhance program of employee development and training.

IMPROVE PLANNING PROCESSES AND SERVICES

- Develop a streamlined and integrated planning process that incorporates unit (department), division, area (VP level), and collegewide sectors (e.g., space, technology, staffing, programming, budgeting and equipment).

DEVELOP STUDENT CENTERED SUPPORT PROCESSES

- Implement the COMPASS program of placement testing for students in Mathematics and English.
- Continue to implement REGENT, the student information system. Study student traffic flow problems and identify possible solutions as they relate to student life.

ACHIEVE STRONGER FUNDING AND BUDGETING PROCESS

- Establish a three year budget priority process with guidelines and financial targets.
- Expand private sector funding by the completion of the major gifts campaign. Implement an alumni program to enhance support and college funding.

IMPLEMENT LONG-RANGE SPACE PLANNING

- Collaborate with architects in analyzing space needs and developing a long range master space plan.
- Conduct major renovation of campus building to provide additional computer and science laboratories.
- Conduct upgrading of the NEC.
- Improve signage on campus.
- Upgrade security of parking lots.

CONTINUE TECHNOLOGY INITIATIVES

- Continue implementation of the Board approved Technology Plan.
- Support the implementation of technology into teaching and learning activities.

Heartland Community College

C2-3 Updated Institutional Priorities Statement

Institutional priorities are the preeminent priorities of the College. Ordinarily limited in number to no more than five, they are reviewed by the Board of Trustees as well as the Planning and Budget Committee. They represent the broadest targets in the Strategic Plan and are frequently multi-year. The College has established the following six institutional priorities.

1. **Strengthen community alliances and partnerships.**

   Background
   Developing positive community relations has been an ongoing priority for the College. It seems to be the generally held view that HCC has made steady progress in this regard but that it must remain a priority for some time.

   The president has made it a priority over the past year to be ever more present in the community. This year would see a continuation of those efforts through visits with key community leaders. However, there would also be an analysis of the activities of other HCC employees and trustees.

2. **Plan the permanent campus.**

   Background
   BLDD has been recommended to the CDB, and contract negotiations between BLDD and the CDB are underway. A few preliminary meetings regarding the scope of the project have been held.

   A two-fold emphasis is currently required. First is the process of planning the permanent campus once the architect's contract has been negotiated. Key elements to be managed in the planning process are balancing board, employee, and community input; cost management; and schedule management. The second focus is capital funding, which in itself has two areas of emphasis: maintaining HCC's priority standing among all higher education projects and exploring alternate funding possibilities.

3. **Focus on Student Success**

   Background
   HCC has been built around the concept that student success is the fundamental measure of institutional success. The College now intends to focus on the several features related to this theme.

   a. **The Assessment Plan.**

      Background
      As cited by NCA, HCC has developed a model plan to assess student learning outcomes. The assessment plan embraces student learning outcomes at the course and program level as well as broad indicators of institutional effectiveness.

      HCC must now operationalize this model plan by gathering additional data on student learning outcomes and utilizing the findings to drive instructional program recommendations.

   b. **The executive summary of student learning outcomes.**

      Background
      The executive summary of student learning outcomes is extracted from the Assessment Plan.

Produced the past year, the first report lacked complete data due to the youth of the College. The College will continue to gather data for a more complete report to the Board.

c. **Program guarantees.**

Background
Guarantees of transferability of credit and of job skill preparation have been in place for several years now. The College will now conduct a review of their utilization.

d. **GED graduates.**

Background
The population of GED graduates from HCC has grown to the point where a follow-up study would help determine their subsequent enrollment patterns and success at HCC. This information will be used to develop a strategy to optimize the success of GED graduates who continue at HCC.

4. **Implement the Diversity Plan.**

Background
For over two years a College team has been developing a diversity plan that was ultimately shared with community leaders as well as the Board. It is an excellent plan that encompasses a broad range of diversity issues related to institutional life, including curriculum, employment, and students.

The President is charged with appointing someone to oversee implementation of the diversity plan. That must now be done, and that person must analyze the status of diversity on campus, recommend objectives, monitor progress, and communicate findings and plans to the broader college community.

5. **Continue to develop the human resources of the College.**

Background

As the College has grown, human resource development systems have grown with it. However, not all systems are fully developed. Accordingly, the College needs to continue to address certain human resource matters. The following personnel issues need to be reviewed during FY97.

a) initial salary determination for classified;
b) change of contract and pay grades for faculty;
c) continued review of the roles, responsibilities, and recognition of growth in various positions, especially professional-technical;
d) continued training in principles and practices of continuous quality improvement; and
e) review of professional development opportunities, participation, and reporting mechanisms.

6. **Reexamine long-range financial planning of the institution.**

Background
The College annually prepares a five-year financial plan, or strategic budget of the institution. This plan has served the College well in modeling its financial future under various scenarios. However, there has now emerged the potential for an unprecedented influence over the financial future of the College: property tax caps. This possibility requires the College to reexamine all previous financial forecasts and to consider how best to position the institution for the future.

Highland Community College

C-23: Annually Updated Priority Statements

Improve recruitment, orientation, development, retention, and evaluation of students, faculty and staff

- Implement process improvement for new faculty orientation.
- Implement self-designed continuous improvement projects for faculty.
- Develop and implement marketing plan for college.
- Examine, develop, and implement recruitment practices to improve representation of four women and minorities on professional staff.

Improve curricular offerings to enhance student skills needed for transfer, employment, and life long learning.

- Complete Student Academic Outcomes Assessment Process.
- Improve Math completion rates by 50 percent.
- Examine English completion rates.
- Implement AA and AS course guarantees.
- Redesign AA and AS core requirements to match IAI guidelines.
- Include business identified "soft skill" requirements in AS and Vocational Certificate curricula.
- Investigate degree offering via internet.
- Review Child Care Program.
- Review Nursing Program offerings in East Dubuque.
- Review Business Administration Programs.
- Review all Science offerings.
- Review Hotel/Motel Management Program.

Enhance instructional delivery systems and skills through applications of technology.

- Complete faculty connection to campus network.
- Complete internet access capabilities.
- Complete and implement computer-assisted writing and assessment project.

Improve services that support teaching and learning.

- Decrease loan default rates by 30 percent by implementing loan default plan.
- Develop and implement "Alpha Center" concept between Adult Education and Learning Assistance Center.
- Redesign structure of Career Center and add full-time Coordinator and secretary.
- Coordinate Career Center with Education and Training Center.
- Redesign and implement updated Student Code of Conduct.
- Implement Master Scheduling Plan and resulting registration changes.
- Add full-time classified position to Library/AV/Distance Learning to assist with setup and program support.

Enhance use of partnerships in the provision of services.

- Implement Education-to-Careers Local partnership.
- Expand Workforce Excellence model to Jo Daviess and Carroll Counties.
- Complete update of Math Articulation Agreements with all high schools in District #519.

Enhance abilities to measure institutional effectiveness.

- Redistribute resources to add Institutional Evaluation and Planning position.
- Complete assessment of student academic outcomes.
- Implement computerized placement testing.
- Benchmark retention and recruitment outcomes.
- Continue to upgrade follow-up practices to improve returns by 50 percent.

Reorganize administrative structure and responsibilities in order to enhance decision making, planning, and resource generation.

- Complete restructuring of Community and Corporate Education Division.
- Redistribute resources to salaries of targeted classified and administrative positions to resolve equity issues.
- Improve resource generation and scholarship distribution in athletics.
- Reorganize job structure and expectations in Fine Arts.
- Continue to enhance processes dealing with internal communications.
- Identify and develop expanded revenue options for college.
- Respond to suggestions from North Central Association Accreditation Visit.

Illinois Central College

C-2.3: Annually Updated Priorities Statements. Colleges should use focus statements and well-defined priorities statements to make decisions in planning, budget development, internal budget allocation, program review, and program development.

In order to address the mission of Illinois Central College; 1) enable students to reach their educational potential and 2) serve as a resource for the educational and cultural needs of the community, the College went through a planning process and developed a Strategic Action Plan for 1995-96 and then updated it for 1996-97. Five areas as listed below, were targeted as priorities for the College.

1. Institutional Planning Process

   - Link planning process of each department or operating unit to budget development.
   - Update Futures Task Force report biennially by convening strategic planning and outcomes assessment committees to study and re-affirm or update the Futures Task Force Report.
   - Assist administration to complete planning process through training and access to information.
   - Collaborate with business, labor, and educational institutions to implement an effective Education-To-Careers partnership in the Tri-county area.
   - Establish a College values and beliefs statement.

2. Faculty/Staff/Student Quality Enhancement

   - Train administrators in effective hiring practices.
   - Develop and implement orientation program for all new employees.
   - Enhance and assure the consistency of implementation of the evaluation process for all faculty and staff within established parameters.
   - Offer continual training for administrators, faculty, and staff including current staff development activities and topic areas requested by staff development committee, administrative advisory group, and faculty/staff quality team. These will address personal, social, and skill development.
   - Provide access, placement, and assistance for all types of students in our district.

3. Enrollment Growth

   - For long-term enrollment increases, form teams to work with each of the four subdivisions of the system.
   - Begin with enrollment growth management team and progress to the inclusion of all faculty and staff in pursuit of five percent increase in enrollment over summer of 1995, fall of 1995, and spring of 1996 census day and three percent over midterm date figures. Set goal percentages for 1997-98 in spring of 1997.
   - Initiate a committee on access, equity, and cultural diversity to address problems of minority retention.

4. Technology

   - Complete the calendar year technology plan.

   - Feature campus technology to the community and participate in plans for educational technology center.
   - Improve and expand distance learning capabilities.
   - Improve and expand Teaching and Learning Center to accommodate faculty needs.
   - Enhance student services through technological advancement.

5. Financial Viability

- Increase productivity by looking more critically at all replacement positions, re-examining class size, reviewing course offerings, and assessing support services.
- Generate monies from the use of college facilities, equipment, and staff.
- Develop a contingency plan that will identify a priority order to curtail expenditures should revenues decline.
- Develop and implement a salary management strategy that reflects faculty and other contracts which are concluding in 1996.

Illinois Eastern Community Colleges
Frontier Community College

Response to C-2.3 Priorities Statement

As a portion of the 1995 North Central accreditation visit the college prepared statements as they concern the mission of Frontier Community College. These statements are as follows:

1. Continue an open-door enrollment policy, reflected in the high percentage (approximately 75 percent) of nontraditional, first generation college students enrolled in the college.

   . An enrollment task force will be implemented to increase enrollment and to assure that Frontier will continue an outreach consistent with its mission.

2. Continue an emphasis on meeting community needs for transfer and occupational areas, and renew emphasis on developing a quality curriculum that addresses the community's career and educational needs.

   . One hundred percent of courses approved will be reviewed during FY 97 and curriculum updates will be made where needed.
   . Through a Title IV grant program the college will increase admission of first generation college students by five percent.
   . The college will offer courses to high school students via a secondary career academy.

3. Continue to offer Adult Literacy and ABE/ASE programs as reflected in an increase in student enrollment.

   . Through a reorganization of adult education staff end a renewed emphasis in recruitment the adult education program will have a 10 percent enrollment increase.

4. Increase partnerships with industry, through the Economic Development Program, Industrial Training, Tech Prep, and curriculum revision.

   . The college will take an active role in the Education to Careers program which will increase contacts with industry.
   . As stated in Priority #1 all courses, including vocational, will be revised as needed during FY 97.

5. Increase the emphasis on advisement and career counseling, with development of new support services for "at-risk" students and all students.

   . The peer tutor program will increase the number of tutors available to vocational students by 10 percent.

FY 97

6. Add new computer labs, available to both students and the community.

   . During FY 96 six computers were added to the computer lab and four were added in the life science lab.
   . The students and community will be afforded the opportunity to utilize the computers as available.

7. Continue the emphasis of extensive offerings in community service and community education programs.

   - The community service program will maintain the offerings during FY97.
   - Community education will increase offerings by 10 percent through increased contacts with businesses.

8. Develop consortia efforts with other colleges and universities in southern Illinois to improve educational services for under served populations in Frontier rural service area.

   - The college will continue to make available joint agreements with other community colleges and in particular work to develop an Education to Careers initiative with Southeastern Illinois College.
   - Frontier will continue conversations with Eastern Illinois University to offer the elementary education programs on campus.
   - Frontier will offer distance learning classes in cooperation with the Southwestern Illinois Higher Education Consortium (SIHEC).

9. Develop and continue an aggressive Economic Development Office which coordinates training, seminars, and support for small businesses.

   - Frontier will continue to cooperate with the Economic Development Office in providing educational services to small businesses.

Illinois Eastern Community Colleges
Lincoln Trail College

Part C-2.3: Priorities Statement

The priority statement for Lincoln Trail College and the District is a portion of the North Central Self Study. Using the Mission Statement as the guide, the following priorities were selected as a means toward the implementation of the Mission Statement. The statements are:

1. Continued emphasis on an open-door enrollment policy, reflected in the high percentage (approximately 70 percent) of non-traditional first-generation college students enrolled in the College system.

2. Continued emphasis on meeting the community needs for transfer and occupational areas, and renewed emphasis on developing a quality curriculum that addresses the community's career and educational needs.

3. Continued success in offering Adult Literacy, GED, and ABE/ASK programs, as reflected in the substantial increase in Adult Literacy, GED, and ABE/ASK student enrollment.

4. Increased partnering with industry, through the Economic Development Program, industrial training, Tech Prep, and curriculum revision, based on the DACUM process.

5. Increased emphasis on advisement and career counseling, with development of new support services for "at-risk" students and all students.

6. Addition of new computer labs, and one networked lab, available to both students and the community.

7. Continued emphasis on extensive offerings in community service and community education programs and the continued high rate of community participation.

8. Development of consortia efforts with other colleges and universities in southern Illinois, such as the SIHEC (Southern Illinois Higher Education Consortium) Distance Learning Network to improve educational services for underserved populations in ECC's rural service area.

9. Development and continuation of an aggressive Economic Development Office which coordinates training, seminars, and support for small businesses.

Illinois Eastern Community Colleges
Olney Central College

C-2.3 Priorities Statement

The priorities statement for Olney Central College is organized around the ten purposes of the Illinois Eastern Community Colleges District as adopted by the Board of Trustees and published in Illinois Eastern Community Colleges catalogs and literature. These ten purposes are directly related to the mission of the District and have been thoroughly reviewed recently as part of the Self Study for the 1995 North Central accreditation visit.

These purposes are to provide:

1. Education in the liberal arts and sciences which is general or preprofessional in nature and prepares the student to transfer to a four-year college or university.

2. Technical education which provide students with the skills and abilities to enter employment.

3. Adult and continuing education designed to meet the immediate and long-term needs of the residents in the District.

4. Programs in remedial education which assist District residents in attaining skills and abilities needed to enter and complete college.

5. Student advisement, counseling, and placement services for the purpose of assisting students in choosing a program of study and transferring to a four-year institution or entering employment.

6. Curricula and programs, as necessary, to meet both short- and long-term needs of the residents of the District.

7. Community education and community service activities in order to serve as a cultural and intellectual resource center for the area.

8. Professional enrichment and growth experience for College staff which will improve and enhance instruction and service.

9. Resources, facilities, staff, and equipment to support all program components of the College.

10. Programs in economic development through technical and general education in order to expand, retrain, and strengthen the industrial base of southeastern Illinois.

Specific activities and goals relating to these ten purposes are targeted in both the Illinois Eastern Community Colleges Long-Range Plan and Assessment Plan. Additional priority items for programs at Olney Central College are as follows:

- Provide for continuity of administration functions through the principles of Total Quality Management and Continuous Quality Improvement. One agent for this will be the continuation of the Olney Central Council, a decision making body that includes representation from all facets of the college family. Olney Central College has also instituted the team concept for problem discussion and solution implementation.

- Improve education in the liberal arts and sciences to prepare students for transfer to four-year institutions. Olney Central College has implemented phase one of a three-phase technology plan that will bring Internet access to all classrooms, common areas, and faculty offices.

- Provide technical education to prepare students for employment. This is accomplished through subject and field business advisory board meetings and coordination as well as continued College participation on Tech Prep and School-To-Work activities. Olney Central College has committed in excess of $120,000 to the improvement of technical education this past year and will commit an additional $80,000 this next year. These monies will be used to purchase state-of-the-art training equipment.

- Provide adult and continuing education opportunities for residents of the District. This goal continues to be accomplished by a part-time community coordinator who is totally funded by profits from community activities.

- Provide an effective remedial education program. We continue to expand offerings through nontraditional scheduling and locations. Our open computer lab with Internet access is being relocated to the Learning Skills/Resource Center.

- Provide student services, including admission, registration, financial aid, advisement, placement, extracurricular activities, etc. to assist students in pursuing their education and career goals. Olney Central College will add one full-time position in student services through Title and Illinois State grant funding.

- Olney Central College continues to improve its coordination effort with local secondary schools. Most recently Olney Central College was instrumental in the establishment of a local educational partnership that includes all of the schools within our region.

Illinois Eastern Community Colleges
Wabash Valley College

C-2.3 Priorities Statement

The priorities statement for Wabash Valley College is organized around the ten purposes of the Illinois Eastern Community Colleges District as adopted by the Board of Trustees and published in Illinois Eastern Community Colleges catalogs and literature. These ten purposes are directly related to the mission of the District. They identify specific focal points for implementing the programs and services which Wabash Valley College and Illinois Eastern Community Colleges provide to the citizens of the service area.

Specific activities and goals relating to these ten purposes were targeted for FY96 in both the Illinois Eastern Community Colleges Long-Range Plan and the Assessment Plan. Since the Long-Range Plan and Assessment Plan are developed through institutional planning processes, they reflect the collective thinking and shared goals of a broad cross section of District and community people. The priorities statement for FY96 along with the accomplishments toward such, and the FY97 priorities are as follows:

1. Provide education in the liberal arts and sciences to prepare students for transfer to four-year institutions.

   - *Continue to pursue and monitor articulation efforts with senior institutions including statewide articulation initiative.* A revision os all course syllabi has been initiated. As necessary, courses will be rearticulated with four-year schools. Complete course revision and rearticulation efforts by April 1997.

2. Provide technical education to prepare students for employment.

   - *Investigate expansion of overcrowded Machine Shop building.* Expansion of building was included in RAMP document. Expansion of building has been discussed with Board of Trustees. Continue pursing funding from local and state sources.
   - *Review equipment requirements and improve system for equipment allocation and purchase.* Bid limits have been raised from $5,000 to $10,000 to facilitate purchasing of lower cost equipment. Equipment needs were re viewed and highest priorities were addressed. Continue to review equipment needs and seek additional funding needed for equipment.
   - *Upgrade equipment in truck-driving program.* No new equipment has been purchased, but sources of funding are being identified. Continue to pursue sources of funding for updating equipment.

3. Provide adult and continuing education opportunities for the district.

   - *Investigate opportunities for expansion of offerings to adult and nontraditional students in the community.* A mini-series has been initiated for four-week fall and spring courses. Twenty-two short courses were offered in FY96. Continue to investigate new offerings.

4. Prepare students for college-level work through an effective remedial education program.

   - *Improve tutoring services in accounting and certain technical areas.* Academic Assistance Center has made a concerted effort to provide tutoring in each area as needed, although the target area of accounting has demonstrated less need this year. Continue to identify tutors for areas of identified need.
   - *Increase software collection in remedial areas.* A small number of new software titles were made available. No continuing need identified.
   - *Increase part-time assistance in learning skills lab.* The number of staff hours for learning

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assistance stayed approximately the same this fiscal year. A new process for early identification, placement, and tracking of students needing remediation has been implemented. No new goals established for this objective. Assess outcomes of new process and improve as necessary.

5. Provide student services, including admission, registration, financial aid, advisement, placement, extracurricular activities, etc., to assist students in pursing their education and career goals.

   - *Improve retention rate in high drop out areas*. Title III grant is going to provide half time position to assess and improve retention. A new process for placing and tracking VoTec students in remedial classes has been developed. Continue to monitor drop out rates and identify areas of high incidence.

6. Develop and provide curricula and programs as needed to meet the short and long-term needs of the citizens of the district.

   - *Investigate the possibility of increasing language offerings*. Distance learning was going to be investigated as a possible source for offerings.

7. Provide community education and community service programs to meet the cultural and intellectual needs of the citizens of the district.

   - *Investigate the implementation of additional noncredit, fee-paying courses*. A plan for fee-paying noncredit courses was developed and implemented fall 1995. Continue the plan and identified additional offerings as needed.

8. Provide professional enrichment and growth experiences for college staff.

   - *Develop recommendations and provide for a systematic faculty development program*. Little progress was made toward a faculty development program. Continue to develop a program for faculty development.

9. Provide administrative and financial resources, facilities, staff, and equipment to support the educational programs of the college.

   - *Implement Total Quality Management Principles*. A majority of faculty and staff have received training in TQM. The district has initiated an implementation plan for TQM. Continue with the implementation plans, identifying teams and their tasks.
   - *Upgrade computer support in work areas, including campus networking and data exchange*. LAN installed in library for multimedia and access to CD-ROM tower of reference materials; i.e., Academic Abstracts, etc. Campus networking will be expanded in conjunction with Internet access plans.
   - *Investigate Internet access*. Equipment has been purchased for campus network to provide access to Internet. district has contracted with an Internet provider for each campus. Communications system is being upgraded to support Internet access. Continue with installation of equipment and monitoring accessibility of faculty, staff, and students to Internet.
   - *Continue to develop and increase distance learning offerings*. No progress has been made, primarily due to equipment. Major damage was incurred from electrical storms and the rebuilding of the system has been slow. Evaluate system and continue objective in a timely manner.
   - *Continue to develop and refine uniform financial reporting system budgetary practices*. Improved system as necessary, based on guidelines of state and district offices.

10. Provide economic development and educational training opportunities to the business community in order to strengthen the economic and industrial base of the district.

Expand training program with local industry, particularly Snap-on Tool Corporation and Public Service Indiana. Ongoing training is provided for Public Service Indiana. A new instructional unit - Manufacturing Technologies is submitted for approval. Work with local industry to identify training needs and implement in both traditional and nontraditional format.

Illinois Valley Community College

C-2.3: Annually Updated Priorities Statements

The following statements are outcomes of the review of "priority statements" submitted in the 1995 PQP report:

1. *Quality Teaching*: Quality in every classroom remains the number one goal of the institution. It is backed up with a very effective faculty evaluation system and a budget that reflects emphasis on full-time faculty.

2. *Quality Learning*: Learning outcomes are evaluated by individual teachers and through reports from senior universities and employers. Major efforts in pre-testing, proper course placements, and quality instruction, remedial work, and well defined transfer and technical classes keep this college near the top in the state.

3. *Telecommunications*: IVCC has added two secondary schools, two universities, and one other community college to its list of cooperative institutions in the delivery of telecommunications as an alternative way of meeting the learning needs of more college district residents.

4. *Expanding into Community*: The Board of Trustees encourages more outreach efforts into more area schools and industrial and business facilities.

5. *Strategic Planning*: The Board of Trustees has asked that the college develop a strategic plan to take the college into the beginning of the 21st century.

6. *Marketing Plan*: The Board of Trustees has put a high priority on the development of new marketing strategies to increase enrollments of college district residents.

Joliet Junior College

C2.3 Priority Statement

Improve teaching, learning and working environment

- Enhance two weeks of annual staff development programming through various activities which will move the classroom from a teaching environment to a reaming environment.
- Enhance access to various information resources using a campus backbone.
- Use technology to change the delivery of information in the classroom.
- Use collegewide assessment plan for improvement of instructional delivery.

Address excellence in the educational curriculum

- Restructure the business curriculum to better meet the needs of students.
- Develop modules in International Education.

Improve and expand services to the educational community

- Develop cooperative agreements with members of the South Metropolitan Regional Consortium providing an effective transition between our institution and the four-year colleges in the Consortium.
- Expand distance learning activities in cooperation with other community colleges and four-year institutions.
- Expand cooperative activities with the local high schools.

Maximize student enrollments through adequate enrollment management.

- Implement action plans regarding marketing, student recruitment/retention and program/services and evaluate the effectiveness of completed strategies.
- Track recruitment and admissions patterns to monitor increased minority enrollments.
- Provide adequate services through technology: Purchase sufficient student information terminals (kiosks) to meet student needs on and off main campus; effectively program kiosks; create computerized testing area.
- Develop a career center to holistically meet the needs of undeclared/declared students. Identify physical location range of services and staff.

Develop effective shared governance and participatory management initiatives.

- Continue our efforts to place the Joliet Junior College Senate into our cultural milieu.
- To continue our efforts to provide understanding and teamwork/team building through our CQI process.
- Achieve optimum use of financial resources through the annual budget planning and development process of the college.
- Identify anticipated revenues that will generate the parameters for budget planning and development.
- Modify parameters of three-year budget planning model to conform with anticipated revenue and expenditure trends.
- Challenge college departments to prepare three-year plans for major expenditures.
- Develop annual budget pursuant to institutional policies and statutory requirements.
- Manage budget throughout fiscal year so as to most effectively serve college constituents.
- Integrate facility maintenance needs and expansion considerations into short-term and long-range budget planning.

Expand workforce preparation, business development, and technology development in the district

- Provide education and training programs Provide employment services
- Provide promotion of business utilization of enterprise assessment and technology services
- Provide workforce skills assessment

C-2.3: Annually Updated Priorities Statements

Attached is a copy of the planning strategies for 1995-96 which were recommended by the President and approved by the Trustees at the August 14, 1995 Board Meeting. This item summarizes the CIAs (planning priorities) described in section C-2.2, as well as documents the budget allocations for the planning strategies.

Assessment of Academic Advising: Academic advising is available to students through the Student and Workforce Services Division. Counselors and advisors are involved in and provide the following services with the intent of maintaining quality control.

-Advising tapes made for study by new advisors
-Advisor shadowing
-Advisor Handbook
-Advisor training
-Monthly Division Meetings
-Articulation Handbook
-Assessment Testing
-Career assessment testing and Myers Briggs Inventory
-Financial Aid Workshop
-Annual transfer Student Tracking Survey
-Annual Placement Survey
-Marketing Survey
-Focus Groups
-Student Satisfaction Survey

Assessment of Advising and Counseling for Transfer Students: All graduates are surveyed to confirm their "post-graduation" intentions. Graduates are also asked for input on how the advising process can be improved. A student satisfaction survey is also conducted. Graduates are again surveyed during the first term of enrollment at the transfer institution to obtain additional feedback on the effectiveness of the KCC advising and counseling process.

Assessment of Articulation of Program and Courses: The assessment of articulation has focused on the institutions where the majority of the KCC graduates attend. Two of the institutions are in the college's regional consortium. The consortium has conducted articulation workshops involving faculty, transfer coordinators and instructional administrators from member institutions. These workshops have been very effective.

Assessment of Career Planning and Job Placement: Six months to a year after graduation, every student completing a degree or certificate is surveyed. The survey results provide information on salary, as well as type and status of employment. During the year, a variety of career-related seminars/workshops are sponsored. Topics are generated by the students, faculty and current issues. After each presentation, participants are asked to provide feedback on the usefulness of the information and to recommend topics for other seminars.

Annually, a job fair for businesses to conduct pre-screening interviews for full- and part-time positions is sponsored. Participating students/alumni and businesses are surveyed to evaluate the event and to gather suggestions for the next job fair. Companies may list their job openings at KCC. The Office of Placement and Career Services provides space on campus for companies to recruit and interview potential employees. Last year over 1,000 jobs were listed through the Placement Office and approximately 20 companies conducted on-campus interviews. A follow-up survey is done with all participating businesses. The information received helps determine placement rates from the job listings, as well as what areas of improvement are needed with the job search skills of our students.

Kaskaskia College

C-2.3: Annually Updated Priorities Statements

Vision Statement: Kaskaskia College will be a continuously improving, effective, and efficient organization, responsive to changing needs. The college will be an institution of first choice by employers, students, and other constituencies, where access to the latest innovations in teaching/learning and technology is available. The unified college community will remain committed to the purpose of providing the highest quality educational services and to supporting each other professionally and personally.

Teaching/Learning

Goal: Ensure that teachings/learnings remains the focus at Kaskaskia College and that excellence in teaching/learning is supported.

Objectives:

1. Review developmental instruction.
2. Develop plan for responding to CEO needs for education and training.
3. Identify collegewide computerized placement tests.
4. Investigate correlation between adult education and assessment of college entry-level courses.
5. Review core offerings in all Associate Degree programs.
6. Purchase laptop computers for use in training in business and industry.
7. Provide training to increase sensitivity toward customer by faculty and staff, including the identification of attitudes to address.
8. Investigate emerging technologies and new degrees.
9. Focus on emerging technology for faculty and learning.
10. Enhance the teaching of critical thinking skills.
11. Develop an interactive computer lab.
12. Develop and/or publicize information on short-term programs, and communicate information about short-term programs for the possibility of block grants.
13. Utilize in-house training for staff and students.

Student Access and Opportunity

Goal: Continue to focus on increasing access to higher education for all residents of the district.

Objectives:

1. Determine need and market current evening degree programs.
2. Review and expand the offering of additional baccalaureate and graduate programs on campus.
3. Continue with plans to make the campus more accessible for disabled individuals.
4. Explore improved career placement and the establishment of career mentoring.
5. Plan a College Center for Western Clinton County.
6. Consider opening travel/study opportunities to the public/community.
7. Improve signage and design a college map.
8. Create a Customer Service Center.
9. Examine typical collegiate barriers for senior citizens.
10. Improve telephone system.
11. Review and improve classfinder and mailing procedures.
12. Develop an enrollment management plan and implement short-term marketing strategies.

Resources

Goal: Acquire additional resources and ensure that resources are used effectively and efficiently.

Objectives:

1. Examine the cost of van rental versus purchase for college travel.
2. Continue plan for capital equipment replacement/rejuvenation.
3. Pursue at least five new revenue sources.
4. Improve financial viability of the college.
5. Develop a collegewide technology plan.
6. Develop a physical inventory process and a plan to maintain it.
7. Reduce, re-use, recycle to save money.
8. Review and improve cafeteria services.
9. Improve appearance of high public use areas.
10. Explore ATM service.
11. Market financial aid.
12. Continue to increase resources for adult education.
13. Continue expansion of Internet development including plan for community access to Internet.

Community/Partnerships

Goal: Enhance relationships and develop partnerships with other agencies and organizations and continue to develop a sense of community with constituent groups.

Objectives:

1. Develop and enhance partnerships with area high schools through curricular offerings.
2. Expand offerings for senior citizens.
3. Develop three new partnerships with other community agencies.
4. Enhance the college role in community economic development.
5. Increase coordination with other community colleges.
6. Continue to develop a sense of community and unity among constituent groups of the college.
7. Explore the formation of an alumni association.Accountability

Goal: Continually improve and document the effectiveness and efficiency of Kaskaskia College.

Objectives:

1. Implement Outcomes Assessment Plan.
2. Implement recommendations from financial audits.
3. Strengthen, develop/refine policies and procedures.
4. Emphasize budgeting process and responsibility at cost center level.
5. Push technology for access to information at cost center level.
6. Revise the administrative evaluation process.
7. Begin North Central Self-Study with organizational and committee structure.

Kishwaukee College

C-2.3 Annually Updated Priorities Statements

Increase Access, Retention, and Graduation

Expand degree audit systems to include occupational degrees.

Evaluate our current marketing strategies and identify recommendations for implementation.

Identify the retention priorities for implementation that emerge from the SP 1995 success workshop.

Modify cultural diversity awareness activities by increasing efforts related to minority recruiting, modifying International Week activities, increasing curriculum development opportunities for interested faculty, and evaluate role of cultural diversity ad hoc committee.

Improve the College's Teaching, Learning, and Working Environment

Implement the following assessment activities: Academic Profile, SPSS student development survey, BID Center surveys, transfer and occupational portfolio guidelines and training program, student focus groups, and developmental/adult basic education student self-esteem survey.

Provide funding for a five percent increase in health insurance for employees.

Provide funding for an increase in salaries for all employees.

Expand Internet capabilities to instructional and administrative areas.

Provide funding for a $2.00 per hour increase in part-time salaries to be applied to new hires and those at the top of the salary schedule only.

Provide funding to upgrade B-116, B-128, and drafting computer labs, plus nine work stations for employees, and network the BID Center computer lab.

Provide funding to add staff positions in chemistry and social sciences.

Reallocate full-time staff time from Kishwaukee College to the PET and Welding programs.

Increase staff development funding by 10 percent.

Develop and implement formal employee training for Internet and basic computer skills.

Develop alternative and less expensive methods of transmitting distance learning opportunities.

Achieve Excellence in Education

Develop a plan for enhancing current and new technology on campus.

Review our strategic plan.

Explore the availability of university coursework through the use of information technology facilities at the college.

Implement the Therapeutic Massage Certificate.

Offer a Physical Therapy Assistant program at Elgin by including the program in the cooperative agreement.

Implement a 1+1 program in electronics with one of the area community colleges.

Discontinue offering the wastewater degree and certificate while maintaining some base courses as 1.6.

Explore needs, commence development and implementation of a One-Stop Center and Transfer Center if grant revenues become available.

Review the current plan and support services for special needs students.

Promote Service to the Region/Community

Increase marketing efforts of the Illinois Satellite network through newsletters and brochures.

Increase small business development services through BID Center by providing at least one day per week service, and attempt to secure additional local funding.

Increase Internet opportunities on campus and begin conversations with area high schools and businesses to extend beyond campus.

Provide specialized manufacturing part-time faculty for special classes.

Take the leadership role in developing a college plan to implement School-to-Work, and redefine our working relationship with area high schools and employees.

Preserve and Develop the College's Physical Facilities/Equipment

Increase preventative maintenance activities related to facilities and equipment by adding a staff member or reorganizing work activities.

Increase ability to respond to repair and renovation projects by adding a staff member or reorganizing work activities.

Expand the telephone system capacity with the addition of hardware.

Provide funding for an increase in utility costs.

Reallocate funds in instructional capital outlay to DP, DRA, BID, and AMT.

College of Lake County

C-2.3: Annually Updated Priorities Statements

The College of Lake County is engaged in a comprehensive planning process that is critical to the success of the institution. Through planning, the strategic direction of the college is determined by establishing goals and objectives which define and communicate to the college community the direction and values of the college. Resources are directed to the highest priorities as expressed by the college's goals, objectives, and program plans. The planning process builds consensus on the future of the college and commitment to that future.

Through the planning process, the College of Lake County establishes goals and objectives for three years which are reviewed yearly. For fiscal years 1995 through 1997, the goals are quality education, community leadership, workforce development, access, and productivity and accountability. Each year the college's programs build their plans and budgets based on these goals and objectives.

The College of Lake County's planning process has been recognized by the Illinois Community College Board which honored the college with the Award for Excellence for Institutional Effectiveness: Strategic Planning in January 1995.

Lake Land College

C-2.3: Updated Priorities Statements

Develop and Expand the College's Physical Facilities

* Continue to renovate buildings and proceed with Life/Safety projects throughout the campus.
* Attract additional students by completing the construction of a new instructional building and a technology building and the expansion of the student center. The building program is projected to be completed by the year 2002.
* Continue the upgrading of campus grounds and landscaping to increase the aesthetic nature of the campus.
* Conduct a collegewide inventory of academic and maintenance equipment and implement an annual replacement schedule.

Ensure Teaching Excellence through Faculty Development and Recruitment

* Implement Lake Land College's plan for hiring new faculty members with the goal of achieving excellence and diversity.
* Increase the endowment fund in the Foundation to $5 million by the year 2001, with one percent of the endowment fund dedicated to faculty development.
* During the fall semester 1996, conduct an in-depth survey of employees and supervisors to determine which in-service training programs are needed to provide future skills for employees.
* Meet with area four-year colleges to encourage a program of ongoing community college faculty development utilizing telecommunications technology.

Continue the Improvement of Campus Resources, which Promotes Student Learning

* Convert the Learning Resource Center to a multimedia, electronic library within the next five years, which would enhance access to the Internet and to library data systems.
* Expand the availability and use of career planning information on labor market trends and educational training options.
* By 1998, implement the objectives of the Strategic Planning Committee, which would create a campus environment that provides additional learning opportunities, cultural enrichment, social activities, and services to students.
* Develop a Coordinated Work Force Action Plan Which is in Concert with the State Plan
* Increase the customized training programs of the Center for Business and Industry to enhance the skills of presently employed workers.
* Increase the working relationships between the One-Stop Shop and communities served by Lake Land College.
* Incorporate the work of the State of Illinois Coordinating Council on Skills Development with the curriculum plans of the college.
* Increase the opportunities for students to experience work based reaming within the separate program areas of the college.
* Increase the offerings of the Adult Education Program and implement the academic standards for adult education to be developed at the state level.
* Identify the training needs and curricula for the year 2000 and beyond. Make recommendations to the Board of Trustees" within the next three years on new technical programs to meet these standards.
* Expand the partnerships with area businesses and industries.
* Continue integration activities between academic and technical curricula at the college.

Develop a Comprehensive and Futuristic Technology Plan for the College

- Implement the coordinated telecommunication and information technology plan for the campus by December 1997.
- Increase the number of two-way interactive audio and video classrooms in the college district.
- Assist all high schools in within the district in obtaining interactive telecommunications classrooms within the next three years.
- Ensure that new technologies are planned to provide access to educational opportunities in the home of each college resident.

Lewis & Clark Community College

C-2.3: Priorities Statement

One of Lewis & Clark's major priorities in FY95 was to implement a strategic plan focusing on information technology. The design, completed and approved by the Board of Trustees in FY96, involves a five-year, $6.7 million Information Technology Plan which will be carried out through a contractual arrangement with IBM and Ameritech. This will help to expand the college's ability to keep pace with rapid changing technology both in instruction and support areas, as well as general administration of the college, while at the same time controlling costs for technology enhancements.

The college will continue to add more buildings to the existing computer-based energy management plan to further reduce expenditures for electricity and natural gas. The new science building, currently under construction, will be added to the energy management system in 1997.

The college also continues to annually review employment positions and the organizational structure in order to consolidate responsibilities and to continue to improve the effectiveness and efficiency of existing employees

The cyclical function of the PQP/Program Review process provides an opportunity for the college to routinely evaluate its programs. As a result, the college continues to evaluate the effectiveness of its current academic and occupational programs, as well as the training needs of the employers and the work force. The impact has been that five programs have been discontinued while six additional programs have been added to the curriculum.

Lincoln Land Community College

C-2.3 Annually Updated Priority Statements

THEME I: EDUCATION PROGRAM EXCELLENCE

1. Prepare students for the workforce.
2. Introduce educational technologies to support teaching and learning.
3. Assess student academic achievement and program effectiveness.
4. Strengthen literacy, developmental, and college preparatory programs.
5. Increase relevance of general education curriculum.
6. Coordinate academic support programs.
7. Provide continuing and professional educational programs.
8. Develop initiatives that strengthen the Associate Degrees.
9. Expand and regionalize off-campus programs and services.
10. Provide individualized learning opportunities.
11. Expand programs to challenge highly motivated and talented students.
12. Provide appropriate distance learning opportunities.
13. Provide youth enrichment programs and services.
14. Establish "Centers of Excellence" in selected programs.
15. Provide life-long-learning opportunities for adult citizens.

THEME II: STUDENT INVOLVEMENT IN LEARNING

1. Encourage active involvement of students in the classroom and laboratory.
2. Increase participation in apprenticeship and internship programs.
3. Encourage student involvement in community service activities.
4. Provide more cultural enrichment programs.
5. Encourage participation in student organizations and activities.
6. Expand student participation in institutional governance.
7. Increase student participation in athletic programs.

THEME III: UNDERSTANDING AND VALUING DIVERSITY

1. Sensitize students, faculty, and staff to issues of multiculturalism and diversity.
2. Recruit, encourage and retain an ethnically diverse workforce.
3. Recruit, encourage, and retain an ethnically diverse student population.
4. Enhance academic curriculum related to human relations.
5. Introduce international/global education across the curriculum.
6. Provide community and business development for minority communities.

THEME IV: POSITIVE INSTITUTIONAL CLIMATE

1. Improve communications and information systems.
2. Provide quality support to the educational programs of the college.
3. Encourage a "quality-focused and continuously improving culture."
4. Provide a comprehensive employee development program.
5. Review, revise, and develop college policies and procedures.
6. Encourage involvement in institutional governance.
7. Clarify the college mission and develop program mission statements.
8. Increase employee service recognition.

THEME V: EXCELLENT COLLEGE FACILITIES

1. Repair or replace worn-out and inefficient mechanical systems.
2. Refurbish and maintain the college campus site and facilities.
3. Develop and implement a long-range site and facilities master plan.
4. Improve indoor and air environmental quality and manage hazardous materials.
5. Conserve energy and materials and improve operational cost-effectiveness.
6. Improve accessibility of facilities to students, employees, and citizens.
7. Expand and improve parking, traffic safety, and security.

THEME VI: RESOURCES TO DEVELOP THE COLLEGE

1. Seek capital funding for necessary campus renovation and construction.
2. Improve financial stability of the college.
3. Pursue local, state, and federal grant support.
4. Increase LLCC Foundation support for programs, services, and facilities.
5. Maintain tuition rates and fees that encourage "open door" student access.
6. Reallocate resources to highest priority programs and services.
7. Manage college enrollment to assure growth in service and quality.
8. Increase visibility and awareness of programs and services.
9. Increase LLCC Foundation scholarships and student financial assistance.
10. Review and modify financing of college auxiliary programs.

THEME VII: PARTNERSHIPS TO EXTEND SERVICES

1. Improve relationships and articulation with secondary schools.
2. Expand cooperation with district business, industry, and other organizations.
3. Improve relationships and articulation with colleges and universities.
4. Expand cooperation with local, state, and federal government entities.
5. Lead and participate in economic development programs and initiatives.
6. Expand cooperation between the college and foundation.
7. Increase alumni involvement and support to the college.

John A. Logan College

C-2.3 Annually Updated Priorities Statement

Based on the established program evaluation process at the College and on the dictates of delivering improved services within the College district, the following priorities have been developed by the Planning Council. These assumptions and the resulting priorities have been developed from the operational plans that have been submitted by the component units of the College and summarized by the three College officers. Short-range objectives and priorities are those the Planning Council feels should be implemented within the next year. Included below are the updates to the short-range objectives submitted by the College in FY96 and new short-range objectives identified for FY97.

SHORT-RANGE OBJECTIVES AND PRIORITIES
FOR FY96 AND PROGRESS IN ACCOMPLISHING OBJECTIVES

FACILITIES:

The College should continue planning for additional space for general purpose classrooms, laboratories, student assessment, tutoring, meeting and conference facilities, and faculty and administrative offices. College personnel should continue to emphasize the ongoing maintenance of College facilities to ensure their continued quality.

From results submitted by all College divisions, priorities were established and approved by the Board of Trustees for the Building project. Based on these priorities, the architects are progressing with the schematic design phase of the planning. The current time schedule calls for the project to be put out for bid in January 1997, with construction starting in the spring of 1997, and completion scheduled for the summer of 1999.

RECRUITMENT AND RETENTION OF MINORITY STUDENTS:

The College should continue to recruit and retain minority students as an ongoing process. Academic assistance and cultural activities must be combined and improved for all minorities enrolled at John A. Logan College. The Minority Transfer Center, established in 1993, must be evaluated periodically to determine the overall effectiveness of the programs. The mentoring program in particular, must be carefully monitored.

For the past four years, the Minority Concerns Committee has concentrated its efforts in four major areas; instruction, student services, student activities and cultural events, and research.

The Minority Transfer Center has also been an effective program to retain minority students. The transfer center staff provides assistance to minority student, who want to transfer to a four-year institution. Also, campus tours to various four-year institutions are completed annually. The staff also assures that students are enrolled in John A. Logan College courses that are transferable to four-year institutions. Thirty-six minority center participants transferred to Southern Illinois University-Carbondale at the conclusion of school year 1994-95.

Ongoing research is being completed by the College's Department of Institutional Research and Development, and a data base is currently being developed which will better track the recruitment, retention, and graduation rates of minority students. Minority enrollment is increasing, and minority students now represent 11.5 percent of the total College enrollment.

WORKFORCE TRAINING:

John A. Logan College should continue its efforts to provide education, training, and retraining for personnel employed at businesses and industries in southern Illinois in cooperation with the Workforce Preparation Office.

Three additional personnel have been hired to meet the increasing demand in the training and retraining of currently employed persons in the business and industrial fields. One secretary and two assistants are helping to cope with the increased work load. We are estimating that we will train and retrain approximately 2,000 additional persons this year. We are also finding a niche for continuing education and retraining in the health care industry.

INTERNATIONALIZE THE CURRICULUM:

The College should continue to expand its efforts to internationalize the College curriculum. Services and instructional programs also need to be established or improved for non-native language students as the international program expands and as more students from other countries attend John A. Logan College through short-term or long-term exchange programs.

The College continues to take an active role in efforts to internationalize the curriculum. Two stipends (an increase of one) are now being offered each year to faculty to develop more international courses or add internationalized modules to existing courses. A committee has been formed under the Dean for Student Services to recommend a procedure for opening admission to foreign students and for implementing the necessary support services and programs to meet their needs.

EQUIPMENT:

To maintain high-quality programs and services to the people of the district, the College should continue to purchase new and replacement equipment.

John A. Logan College has continued to purchase new and replacement equipment in order to maintain high-quality programs and services. During FY96 over $600, 000 of equipment was purchased in the Instructional Division of the College. Much of the new equipment is computers, distance learning equipment, and other high-tech equipment.

STUDENT ASSESSMENT:

Continued growth dictates that the College review its process of accepting students and initiating instruction for them. As part of the admissions process, the College should attempt to improve and expand student assessment by developing a science assessment test and implementing a computer-adaptive test to improve course placement. A comprehensive assessment plan should be developed to accept students, measure their abilities, and provide a program of instruction suitable to their needs.

Studies completed by the College indicate that the evolving comprehensive assessment plan, which includes placement test scores, grades and transcript evaluation, is resulting in improved student placement and success. Students enrolled in classes in accordance with ASSET placement recommendation show a high level of success in comparison with others.

ACADEMIC ADVISEMENT:

The Administrative Services Division should continue with the initiative of providing an in-service training and evaluation program for academic advisors, counselors, faculty, and staff for the purpose of improving the delivery of services to the students. Initiatives should focus on a holistic approach to academic advising, registration, financial aid, and academic support.

In order to expeditiously deliver high-quality services to John A. Logan College students, the Administration Services Division has continued to provide in-service training to counselors, advisors, faculty advisors, and staff. Ongoing training activities have been conducted on faculty/staff development days.

A new activity is the establishment of mentoring relationships between new faculty advisors and experienced faculty advisors. This provides the new advisor with a comfortable source of expertise close at hand in addition to the coordinator of academic advisement and other student services personnel. Throughout the Administrative Services Division, a holistic approach to student services is emphasized.

STUDENT RECORDS:

The College should consider alternatives for storage and retrieval of permanent student records. As the College continues to grow, the problem of records retention will intensify. Modern equipment designed specifically for records storage with quick retrieval should be considered for purchase.

To meet the increasing demands of records retention and retrieval, the College purchased an imaging processing and records scanner. This high-tech equipment will allow admission personnel to quickly scan, store, and retrieve thousands of documents.

CURRICULUM DEVELOPMENT AND ARTICULATION:

To adequately meet the needs of the students, the College should continue to add new programs and courses in both the Baccalaureate Transfer and Career Education Programs. Continued emphasis also needs to be given to the complete articulation of all courses and programs.

The division chairs, associate deans, and the assistant to the dean have sent several course and curriculum revisions through the proper channels this year. One particular program, Industrial Maintenance, has undergone a major revision this year. In addition, one of the associate deans is now in charge of articulating all courses with Southern Illinois University-Carbondale.

FACULTY:

The College should continue to improve the supervision and evaluation of all faculty, including part-time, nontenured, and full-time tenured teachers.

Supervision and evaluation procedures have been refined again this year with input from the division chairs, associate deans, and the assistant to the dean. Most of our evaluation time is concentrated on new part-time and new full-time faculty members. Evaluation procedures and the mentoring process have improved the quality of instruction for both full-time and part-time faculty.

GRANT DEVELOPMENT:

The College should continue to develop and organize research files with current grant resource information that is accessible to potential grant writers. To facilitate the grant-writing process, in-service training on grant development and the administration of grants has been implemented and will continue on an ongoing basis.

Research files for grant writers have been implemented. However, to facilitate the grant-writing process, in-service training on grant development and the administration of grants should be expanded and offered on a regular basis.

PERSONNEL:

There is an increasing need to provide in-service training for supervisors concerning employee evaluation, affirmative action principles, sexual harassment, and prohibitive practices. In-service training is also needed for new employees on policies and procedures important to the operation of the College. Consideration

should be given to writing and publishing a personnel handbook for orientation purposes. The College should continue to work to establish personnel procedures to meet Equal Employment Opportunity Commission guidelines, including an affirmative action plan.

A Professional Development Committee for non-teaching professional staff has recently been appointed to assist in generating ideas for training and identifying speakers, The College will have its first nonteaching professional training session under this new system in May, and an ongoing schedule for development and training is being planned for the entire year.

FACILITIES FOR DISABLED PERSONS:

The College should continue its efforts to make its facilities more accessible to persons with disabilities.

As needs are presented, the College will continue to address those needs through the budget process if operational funds are to be used. If substantial needs are identified, it may be necessary to again consider Protection Health Life Safety funding

STUDENT ORIENTATION PROGRAM:

There is a need to continue with the development of a comprehensive student orientation program, including an orientation course.

A student orientation program was held at the beginning of the fall 1995 semester for all new John A. Logan College students. This project was a new initiative that will be continued. Plans are currently underway for fall 1996, with special activities for nontraditional students.

HEALTH CARE:

Health care costs continue to be a major concern both for the College and employees. The committee established to review the College's health insurance should make every effort to find ways to meet health care need in a way that is cost-effective for all concerned.

Effective July 1, 1996, the Local Government Health plan announced a 12 percent decrease in premium for the College's Quality Care Health Plan and 11 percent decrease in the HMO plan.

LEARNING RESOURCES:

The College should continue to develop and implement appropriate staff development, library utilization training, and reference/research services to support the necessary course content and instructional strategies to more adequately prepare our students to be aggressive and critical information consumers.

Progress continues to be made in preparing our students to be aggressive and critical informative consumers, More students have been exposed to a revised system of teaching bibliographic instruction. Eight courses have been revised and pilot tested to include new course content and instructional strategies.

MENTORING PROGRAM:

The College needs to expand the successful implementation of the new mentoring program and new evaluation program for part-time instructors. In addition, the College also needs to provide more opportunities for full-time and part-time faculty to meet, share ideas, and to get to know each other in keeping with the overall successful reorganization of the Instructional Division.

Mentoring has been expanded to include the part-time faculty. At the present time any new part-time faculty member is assigned to a mentor or his/her first semester. In the event that the new part-time faculty member is teaching in more than one area, he/she is assigned more than one mentor.

RECRUIT MINORITY FACULTY AND STAFF

The College should continue to make an effort to recruit minority faculty and staff as the College defines its needs.

The College is committed to equal employment opportunity for all and has developed a comprehensive hiring program to generate applicants from diverse backgrounds and ethnic groups, and to help eliminate any discriminatory practices. Yet, there is room for improvement. Of the 1,439 applications processed by the Personnel Office in 1995, 116 represented minorities, and of these eight were hired. Currently, of the 431 employees on file in the Personnel Office, 25 or 5.8 percent are minorities.

OFF-CAMPUS SERVICES:

The College should consider a plan to provide improved services to outlying areas in our district, specifically in the communities of West Frankfort and DuQuoin. The district is so large that services to these outlying areas may not be adequate.

In January 1996, the John A. Logan College Board of Trustees authorized the administration to lease a building in West Frankfort for the purpose of establishing an extension center. Classes began to begin on June 10, 1996. The center consists of a computer lab, general classroom, small group meeting room, and offices.

FINANCES:

In statewide unit cost comparisons, the College operates below the state averages cost per credit hour in all categories except in instructional administration, student services, and auxiliary services. Financial controls and costs in these areas should be reviewed as part of the budget planning process.

For FY95, the College continued to operate under the statewide averages of cost per credit hour in all categories except academic administration and planning, learning resources, student services, and auxiliary services. The areas of academic administration and planning plus student services increased their deviation from the statewide average from 1994 to 1995.

ADMINISTRATIVE COMPUTING:

Because of the complexity of both our computer hardware and software, the College must establish a plan for disaster recovery that would include the safeguarding and retrieval of financial, student, and personnel data.

During late spring 1995, the College entered into an operation recovery service agreement with Unisys Corporation whereby Unisys will provide the College with a plan for recovering Unisys hardware and software in the event of a disaster. Unisys agrees to provide replacement hardware and other support needed to provide rapid recovery of computer services.

PERSONNEL PROCESS:

The hiring of new personnel in clerical, technical, and mid-management positions continues to take too long and is far too time-consuming. The personnel office should establish a pool of qualified applicants from which openings on the College staff could be filled without individually advertising, screening, and interviewing for every College vacancy. The public should be allowed to make application for positions on a routine basis in the personnel office.

The Personnel Office has established a pool of qualified applicants for part-time faculty and the hiring for this category of employees has been expedited. A similar system is being developed for operational positions. Applicants will be able to apply on an ongoing basis for positions.

WORD PROCESSING:

High volume production equipment in word processing is approaching the end of its useful life, causing substantial down time. Proposals must be sought for the replacement of word processing production equipment.

During FY96, the word processors were replaced by moving to a PC-based system utilizing WordPerfect. Currently, plans are being developed to secure proposals for replacement of copying equipment in the Word Processing Center, which will probably take place in FY97.

CAMPUS SECURITY:

Due to concerns expressed about increased violence in society in general and the potential here at John A. Logan College, we should review College policies and procedures and consider adding to the College security staff.

To address security concerns expressed in the FY96 plan, a new full-time second shift officer was hired. Increased visibility and better access to security has resulted.

FY97 SHORT-TERM OBJECTIVES AND PRIORITIES

FACULTY DEVELOPMENT:

The College's faculty development activities need to be expanded to include additional program-specific activities and more on international education.

SAFETY TRAINING:

The College should provide safety training sessions, training films and programs, along with equipment for employees. This will require additional funds in the department budgets.

TECHNOLOGY SUPPORT AND TRAINING:

Concerns of College staff related to technology must be addressed. Resources needed to provide support and training should be proposed in the budget process.

ALUMNI DATA BASE:

With establishment of an alumni office, there is need to analyze existing data sources beginning with the College records and develop a computer data base of alumni by geographic area.

ADVERTISING AND MARKETING PROGRAM:

There is a need for the College to establish a well-organized advertising and marketing program to recruit students and effectively promote John A. Logan College. With enrollment at an all-time high and training programs increasing almost daily, a more comprehensive marketing approach is needed.

ADMISSION OF FOREIGN STUDENTS:

The College should carefully evaluate its admission policy for foreign students. The current policy on

admitting foreign students may be inconsistent with College Mission Statement I, paragraph 6, which reads as follows: "To strive to prepare all constituent groups to live and work in a globally interdependent and multi-cultural society."

CAREER DEVELOPMENT OFFICE:

The College should continue its support for the Career Development Office established in 1994. The program must be well organized and sufficiently maintained to provide career counseling information for the student. An effort should be made to coordinate the functions of this office and with Job Placement Office.

McHenry County College

Part C2.3

Further Develop the College's Facilities

- Complete the new 44,000 square foot Center for Advanced Technology Building. Complete a new "back-door" access road to the campus.
- Begin planning for remodeling the existing chemistry laboratory and creating two new laboratories in existing space.
- Complete expansion and reconfiguration of existing main parking lots.
- Complete a revision of the Campus Master Plan.
- Expand the security phone system on campus.

Promote Increased Service to the District Region

- Implement a College presence in the One-Stop Career Center located in Woodstock, Illinois.
- Participate in the McHenry County Education-to-Careers Consortium and actively contribute to the completion of the County's Education-to-Careers Plan.

Further Develop the Use of Information Technology on Campus

- Complete the implementations of the plan to expand the use of computers for administrators on the campus.
- Implement a campuswide information system network.
- Complete the implementation of INTERNET on campus and finish the training of administrators and faculty on its use.
- Establish a WEBSITE on campus.
- Establish a new Alternative Learning Delivery Department on campus.
- Establish a central Information Systems office to centralize all technical support for computer use on campus.

Achieve Excellence in Education

- Implement Associate in Engineering Studies and Associate in Fine Arts programs.
- Implement the new Opticiaury program.
- Complete the second year of operation of the Academy for High Performance Office Systems Technology program.
- Implement the first year of the Academy for High Performance Manufacturing Leadership program.
- Continue to expand evaluation of the College's programs and services through the use of focused groups of former students.
- Complete the system for tracking students by cohort groups.
- Complete the plan for an expanded placement testing program on campus.
- Implement a new expanded Placement Office on campus.
- Reorganize and expand Staff Development activities on campus.
- Implement an organized orientation program for new faculty.
- Expand continuing professional education offerings through Community Services.

Increase Access, Retention, and Graduation

- Continue and expand attraction, retention and successful transfer of Hispanic students through the College's Minority Assistance program.
- Expand the capacity of the College's phone registration system.

- Implement a new system to provide students with greater access to course articulation and personalized degree audit information.
- Complete a study related to possible introduction of a Supplemental Instruction program in high risk classes.

Refine Business Practices

- Implement direct deposit of all paychecks.
- Evaluate and revise the College's Five Year Financial Plan.
- Continue the four-day work week in June and July to conserve energy.
- Reorganize the Financial Aid office.
- Complete the reclassification of all classified and professional staff.
- Complete centralizing of all billings to internal and external clients (not students)

Metropolitan Community College

C-2.3: Priority Statements

As a new independent community college, Metropolitan undertakes a number of imperatives and planning initiatives to include the following:

1. All legislative, legal and administrative activities will be carefully monitored to assure that all identified activities come to fruition and have the appropriate authorization.

2. Metropolitan staff will develop a strategic plan with its budget plan showing a detailed by-object and by-function budget that clearly addresses program and service goals to be offered, including the manner of their delivery, and the staffing necessary to support these functions. Special consideration will be given to developing a substantial number of partnerships in the form of cooperative and contractual agreements to allow the college to become operational quickly, expertly, and cost-effectively. Collaborative partnerships will allow the college to expand the number and quality of its programs and services with minimum resources.

3. Metropolitan will develop a comprehensive workforce preparation master plan that addresses partnerships with business and industry, training skilled workers, and remedial/development and adult education programs.

4. The college intends to establish formal agreements with both the Illinois Institute for Entrepreneurship Education and the Illinois Department of Public Aid for programs for persons seeking to start their own businesses and for single mothers with children who are on welfare, respectively.

5. The college will establish its general education program and objectives to support the institution's mission as well as allow for the smooth articulation of courses with four-year institutions. In addition, the college will create a student assessment center to facilitate the implementation of its assessment plan as submitted to the North Central Accrediting Association. This center will be designed to ensure proper testing and placement of students into academic courses required in their chosen field of studies.

6. The college will develop a set of objectives and a program review calendar to ensure continuous program improvement.

7. The college will develop a master plan, utilizing some outside expertise, for computer/information systems development that begins with the establishment of goals and objectives for the new college over the next five years as they relate to both administrative and academic applications. Among the functions considered in the plan will be networking areas within the new institution for E-mail capability and telephone registration.

8. The college will develop a site and facilities master plan utilizing on-site architectural expertise. This plan will reflect essential facilities such as a Business Industrial Technology Center, Maintenance Storage facility, and a campus entrance access road.

9. An evaluation paln will be included for each area of the college, and the college will participate in the ICCB Program Review process, as well as integrate new management systems software into its overall evaluation process. The Director of Institutional Research will assume the responsibility for initiating and maintaining the plan and for monitoring standards of acceptable quality once the plan has been implemented.

Moraine Valley Community College

C-2.3 Priorities Statements

Increase Access, Retention, and Graduation

* Strengthen the preparedness of our students by requiring mandatory assessment and mandatory placement for admitted students, mandatory academic plans for every student who seeks a degree, and some type of orientation course for new students.

* Develop an enrollment management plan including promotion, recruitment, and retention strategies.

* Continue and expand cooperation with four-year colleges and universities, health care agencies, businesses, and secondary schools.

* Further develop and implement affiliation programs with other universities with courses and programs to be offered on the Moraine Valley campus.

* Investigate the establishment of a satellite learning center in an under represented area of the college district.

* Revise the Standards of Academic Progress System to help students achieve academic success.

* Increase minority student enrollment and retention.

Improve the College's Teaching, Learning, and Working Environment

* Evaluate the impact of our existing services and procedures to determine if they might foster or impair a climate of excellence.

* Create a campus learning culture where the primary focus is on the learner.

* Further develop a customer service program directed to administration, support staff, and faculty, thus acknowledging everyone's role in creating an image of a responsive and friendly institution.

* Review the effectiveness of college programs with attention on those with low enrollment and low productivity.

* Deploy technology to increase productivity, efficiency, and to distribute information widely on the campus, including the feasibility of purchasing new computer hardware and software for administrative use.

* Continue the faculty development program to support seminars, workshops, and conferences to improve teaching.

* Continue the reorganization of the College Service Center so that it is more student-friendly.

Achieve Excellence in Education

* Implement phase III of the Student Achievement Plan.

* Implement an expanded program in Global Education.

* Implement an Interactive Learning Center where faculty can experiment with how to incorporate technology into their classrooms.

* Engage and support statewide studies of indicators and student information systems.

* Integrate planning, priority setting, budgeting, and program approval, and review decision making processes.

Promote Service to the Region/Community

* Explore increasing distant learning and Internet opportunities with local high schools.

* Work with business and industry in the district to identify basic skills needed for employment and incorporate them into the curriculum.

* Work with other institutions and regional consortia to promote cooperative offerings and sharing of resources.

Preserve and Develop the College's Physical Facilities

* Replace all windows and doors in the A, B, and L buildings to improve energy efficiency.

* Upgrade restroom facilities and existing elevators to bring them up to ADA standards.

* Remodel the men's and women's locker rooms to bring them up to ADA and Title IX compliance.

* Continue efforts to build new instructional building.

* Reseal and stripe campus roads, and upgrade soccer practice facilities.

* Replace furniture in 27 classrooms and two seminar rooms, and recarpet high access areas.

Morton College

C-2.3: Annually Updated Priority Statements

Program evaluation in the Office Academic Affairs will be directly tied to the budgetary process and be designed to create and maintain a high quality, productive, comprehensive, and fiscally responsible instructional program mix appropriate for the communities served by Morton College. Therefore, program evaluation decisions will lead to allocation and reallocation of human and material resources. Program evaluation decisions will lead to program improvement and development on a basis consistent with Morton College's comprehensive mission while focusing on continual improvement of programs, personnel, and facilities. General priorities for the Office of Academic Affairs through its five divisions are as follows:

Increase Access, Retention and Graduation Rates:

- In scheduling, while keeping overall class cancellation rates low by incorporating scheduling changes recommended by Student Services and submitting all classes not meeting Board of Trustees Guidelines to Quality Enrollment Review before the class can be scheduled again.
- In analysis of student success at Morton College, maintain a 75 percent rate as well as a student retention rate of 83 percent.
- Per the Illinois Articulation Project, complete the review of all transfer courses, finalize degree requirements in the Associate of Arts and Associate of Science, and investigate the feasibility of the Associate of Fine Arts and Associate of Engineering Degrees.
- Reallocate funds in FY97 to improve recommended staffing in the following programs (by position) Transfer Mathematics instructor, Adult Education Support Secretary, Classified Grants Writer, and Microcomputer Support Technician.
- Study and recommend action for low enrollment programs identified in FY95 and FY96.

Promote Service to the Region/Community

- Continue the Career Fair for eighth graders cosponsored with the Cicero Chamber of Commerce's Education Committee.
- Expand the Morton High School District's participation with Morton College in the West Suburban Postsecondary Consortium.
- Continue the expansion of the ESL program off-campus and generate a fee-based ESL supplementary curriculum to serve the overflow of ESL students.
- Continue the Job Fair initiated in FY96.

Preserve and Develop the Morton College's Physical Facilities

- Assist in planning for the utilization of the new parcel of land next to the college.
- Complete the LRC enclosure and its transformation into an electronic resource area, including a microcomputer and multimedia workstation lab open to students and library patrons.

Oakton Community College

C-23 Priorities Statement

The Addendum (pp. 4 - 6) requests the college to present a narrative updating its 1994-95 Priorities statement, focusing on new and ongoing initiatives.

As the college establishes priorities and looks to the future, several important features should be considered.

- **Planning and Budget Process**

  In 1994-95 we said: Oakton's planning and budgeting process requires each department or unit to develop personnel, equipment and operating budgeting requests for the subsequent year. Requests are reviewed at various levels, ultimately concluding with a review by the Presidents Council to ensure that requests are consistent with college financial projections and priorities. The institution is confident this process permits widespread input and opportunities for departments to make their cases in support of budget requests, and at the same time allows for prudent decision-making regarding program plans and budgets. The college's financial health over the years is a very real indicator of the strength of this approach.

  This year the college has continued this general process. To improve understanding, however, changes have been made in the formats for documenting and presenting capital equipment requests. Now, summary lists of all similar equipment, e.g., computers, are prepared, rather than retaining only the individual requests. The former system impeded understanding of the totality of equipment to be acquired. The new procedure also reduces the likelihood of losing individual requests inadvertently.

- **Excellence Funds**

  In 1994-95 we said: Each year Oakton sets aside a stipulated amount of money from the operating budget for special projects funded on an annual basis. These Excellence Funds, amounting to approximately $318,000 per year, are used for activities such as providing special services to students, expanding assessment and testing, supporting internationalization of the curriculum, underwriting community programs such as Men's Day and Futures Unlimited, and other such efforts. The strength of Excellence Funds is that they enable the college to respond to emerging needs and to undertake unique projects, sometimes on a pilot basis, without building funding into the ongoing budget of the institution.

  This year a thorough review of Excellence Fund projects was performed. It was determined that a number of projects should be moved into the regular operating budget, recognizing them as ongoing commitments of the institution that need to be supported on a continuing basis. The amount of Excellence Funds for fiscal year 1997 is being reduced to about $100,000; these funds will be used for special projects consistent with the original intent of the Excellence Fund approach.

- **New President**

  In 1994-95 we said: Oakton Community College has selected a new president who will take office July 1, 1995. It is anticipated that, working in concert with the Board of Trustees and college personnel, she will be taking a fresh, detailed look at college priorities, building on existing strengths and continual scanning of the district's environment.

  One of the president's primary tasks this year has been to review the organizational structure and configuration of administrative jobs at the college. A number of changes have been made or are in

process. Some decisions are still to be made. Among changes already concluded or announced are these: appointment of a new vice president for academic affairs; reassignment of units that previously reported to the vice president for community and administrative services to other vice presidents or the president directly; shift in reporting line of the senior director of research, curriculum and planning, who now reports directly to the president; shift in authority for college relations activities to the senior director of enrollment management and creation of a new, second-level administrative position for admissions; and incorporation of all instructional units, credit and noncredit, into academic affairs. Additional changes in areas such as technology and the configuration of the instructional divisions are expected. A number of administrative retirements will facilitate staff changes.

Priorities

In 1994-95 we said: priorities for 1995-96 are likely to address:

- Complete remodeling of the Des Plaines campus and, as needed, furnishing and equipping the Ray Hartstein Campus and new spaces in Des Plaines .

  This year (1995-96) plans for remodeling the Des Plaines campus, particularly the library and instructional support services areas, were approved; construction will begin shortly. For the coming year (1996-97) moving this project along and beginning to plan for subsequent remodeling will be priorities.

- Examine the present organization of career and transfer programs and disciplines to assess the need for new programs as well as potential combinations of programs to recognize growing overlap in some areas and improve curricular coherency and efficiency.

  In 1995-96 a committee to examine and recommend changes in the alignment of instructional divisions and to consider potential combinations of programs under the divisional structure was appointed. The committee's recommendations are now being evaluated by the president and the vice president for academic affairs. Deciding how to realign the divisions will be a priority for 1996-97, although implementation will probably not take place until the spring of 1997. Since two deans are leaving their administrative positions this year, determining qualifications for new deans in the reconfigured structure, as well as revised administrative positions in other areas of the college, and then conducting searches will also be a priority.

- Examine the organization and delivery of credit and noncredit offerings to promote synergy and collaboration among degree and certificate programs and continuing education.

  On January 1, 1996, shifts in reporting lines were made to promote collaboration among degree and certificate programs and continuing education. Specifically, the Institute for Business and Professional Development is now a unit within the Alliance for Lifelong Learning. That department is now part of the academic affairs area of the college. For 1996-97 a priority will be to explore and implement additional ways to strengthen collaboration and synergy; for example, by permitting students to enroll in selected courses through either ALL or a college credit program, and by engaging college faculty members to teach courses through the Institute.

- Develop a strategic plan for academic computing that will address such issues as student access from home or work, principles and guidelines to govern the frequency with which upgrades of equipment or software can reasonably be expected, and alternatives for financing technology.

A priority for 1996-97 will be to complete this plan, which has been under development in 1995-96.

- Move ahead with a decision and beginning to work on installing a new, integrated student information system.

  A decision to acquire one of the two integrated student information systems being considered by the college will be made shortly, and this decision will trigger a host of subsequent activities that will be priorities for 1996-97.

- Continue to make assessment, using technology, and multi-culturalism key foci for faculty professional development activities.

  In 1995-96 a large number of professional development programs, workshops, seminars, and support for off-campus activities were provided to foster professional development activities in these areas. In 1996-97 they will continue to be primary foci.

- Organize and begin work on the North Central Association self-study in preparation for the NCA reaccreditation visit in 1997.

  In 1995-96 a North Central Association Steering Committee with representation from across the institution was appointed. This Committee, co-chaired by two faculty members, developed and initiated a self-study process that requires each unit to prepare a brief self-study plan and then to submit initial reports. These unit-level self studies center on key questions each area has identified as important for assessing its quality and performance. A special committee to develop a personnel survey was also appointed; during the summer of 1996 it will prepare the survey instrument, which will be distributed to all full-time and part-time employees in fall 1996. During 1996-97 the NCA self study will continue.

  At the invitation of the North Central Association, Oakton has decided to prepare a Special Emphasis Self-Study, the first community college in the country to do so. The emphasis will center on technology, its implications for and use in instruction, administration, and changing the ways in which the college conducts is work and communicates with constituents internally and externally. Over the next several months the unique characteristics of a special emphasis self-study will be explored in more detail with NCA staff.

A new priority for 1996-97 will be to intensify activities related to workforce development, working in concert with the Education-to-Careers Partnership Committee, which Oakton is spearheading; NSERVE, the high school vocational education consortium in the Oakton district; the local private industry council; and businesses in the service area. A number of the specific priorities noted above are consonant with this new priority as well.

Parkland College

C-2.3 Annually Updated Priorities Statements

Foster a stronger and healthier learning community.

- Continue to address addition/replacement of full-time faculty positions to achieve a ratio of 55:45 full-time to part-time equated contact hours across the college.
- Continue efforts to recruit a faculty whose composition reflects the diverse population the college serves.
- Develop a pilot intensive, integrated developmental education curriculum or at-risk students unprepared for college-level work.
- Enhance delivery of technical and business training.
- Implement a coordinated academic support services.

Foster maximum commitment to quality in education and administration.

- Implement a plan for replacement/updating and deferred maintenance of instructional and institutional equipment.
- Continue to work toward a systems management review/evaluation that results in "working smarter, not harder."
- Develop a plan to increase evening/weekend enrollment.
- Evaluate evening and weekend support programs and services.
- Expand College After Hours to include evening/weekend/telecourse/video block scheduling that allows students to complete A.A. and A.S. degrees.
- Expand use of alternate modes of instruction: interactive video/telecommunications, variable entry/variable exit, and video and computer interactive technology to simulate and replace current laboratory exercises, especially where this technology can increase efficiency on student learning, student time, faculty time, and handling/disposal of hazardous wastes.
- Continue to upgrade/develop the college's computer-based educational environment for faculty and students: complete campus networking; assure optimal faculty access to computers from faculty offices; increase faculty training in computer use.
- Improve the user-friendliness of current Admissions, Records, and Recruitment procedures and forms; develop additional helpful voice response applications.
- Continue to integrate a database to use information for improvement of institutional planning, research, and decision-making at all administrative levels.
- Continue to develop a program to document student academic achievement and institutional effectiveness as required by the North Central Association and governing agencies.
- Implement three-year plans for improving selected career programs: Respiratory Care (A.A.S.), Dental assisting (Certificate), and Marketing/Management (A.A.S.).
- Consider new career programs to carry out the college's mission and to meet community needs: Health Care Assistant, HVAC, Biomedical Equipment Technology, Manufacturing Technology.
- Revise Agriculture and Real Estate career programs to meet changing needs.
- Assist Parkland's bookstore and business office in developing and implementing an electronic book-voucher system.

Enhance Parkland's leadership role in postsecondary education and community service.

- Continue to develop a model Center for Excellence in Teaching and Learning.
- Continue to respond to Public Act 96-1363 requiring a minimum 40 percent reduction in solid waste disposal by the year 2000, using 1987 as a reference point.
- Continue to develop a model two-year college international education program.

- Expand Parkland's role in economic development and business training in District 505.
- Plan articulation agreements with District 505 high schools to improve student achievement in high school and Parkland College.
- Host annual conferences by discipline cluster for high school faculty and counselors, to coordinate and articulate curricula.
- Meet with area high school principals and faculty to discuss their students' Parkland entry-level scores and our expectations for student success in mathematics and English.
- Continue efforts to reach out to elementary school faculty and students through special programs and activities, such as College for Kids and other youth programs.
- Continue to implement the new Federal Direct Student Loan Program in which Parkland was selected to participate.
- Install software on the Parkland Network for the U.S. Department of Education's new electronic financial aid process.

Achieve and maintain financial vitality.

- Continue to implement three-year plans using external funding to support the operation of projects determined by the college and the Foundation.
- Increase the student retention rate to offset decreased/stabilized enrollment of new students.

Prairie State College

C-2.3: Annually Updated Priorities Statements

FY 1997 STRATEGIC PRIORITIES AND DIRECTIONS

The major strategic priorities of FY 1995-96, which were fully reported on in the ICCB Combined Program Review and PQP Report for FY 1996, have been extended into FY 1997. Planning for initiatives to support these priorities continues.

Five areas have been identified for priority commitment and allocation of resources during FY 1997:

- **Student Success Initiatives**
  To support efforts to improve student retention, assessment and learning readiness, the College will hire a Reading instructor and a part-time Testing/Tutoring assistant.

- **Instructional High Tech Support**
  To support increased demands for installation, maintenance and control of microcomputers and to assist students, faculty and staff in their use, the College will hire a Data Center Computer Network Manager.

- **Instructional Audio-Video Support**
  To support the demand for increasing audio-visual resources due to rapidly expanding use of distance learning, the Community Instructional Center, multimedia instructional techniques, and evening and weekend services, the College will hire an additional full-time technician and provide part-time hourly temporary employees for weekend support.

- **International Students Program**
  To build a program that will recruit international students to attend Prairie State College and support their special needs while they are here, the College will hire an International Students Coordinator and provide appropriate office support.

- **Staff Training and Networking Opportunities**
  To support increased faculty and staff training activities at professional meetings and at both on and off campus training, meetings with other colleges to discuss articulation opportunities, attendance at statewide meetings, meetings to facilitate statewide employment opportunities and Board travel, the College is increasing available travel funds.

Rend Lake College

C-2.3: Annually Updated Priorities Statements

Progress Report on FY96 Priorities

1. Faculty Evaluation. In fall of 1994, the administration decided to completely redo the faculty evaluation process, which was perfunctory at best. Using a modification of Raoul Arreola's ideas in Developing a Comprehensive Faculty Evaluation System and a commercial student evaluation instrument from SUMMA, a new system was piloted by several faculty volunteers in the fall. A faculty committee helped design the system, and it will be implemented this year.

   Response: The new faculty evaluation process which was developed in FY95 was used in FY96. In the Fall Semester, all full-time instructors administered the SUMMA commercial student evaluation form. Approximately 1/3 of the full-time faculty were up for the full formal review, which involves class visitation, an instructor narrative which must address the student evaluation results, and can also address college service, developmental activities, and community service, and a written administrative response. The process seems to generate the kind of awareness that leads instructors to concentrate on improving their teaching skills. The college intends to continue using the process.

2. Community Services Computer Lab. Using 16 computers from a discontinued program, the college has installed a computer lab in its Mt. Vernon Attendance Center. Our intention is to offer both credit and noncredit computer application courses; in addition, the BRAC training officer will be attempting to market specific custom training to local business and industry.

   Response: The community services computer lab has offered 95 credit classes and 12 noncredit classes since it opened fall semester of 1995. A total attendance of 622 credit students and 112 noncredit students. We have done training for many local businesses and individuals including Internet training for 76 faculty, staff and administrators of the regional K-12 school district.

   We are continuing to market training to the districts' business and industry. We will be moving the lab to Times Square Mall for the fall 96 semester. This will increase classroom size and comfort as well as increase visibility.

3. Internet Service. The college is determined to expand Internet services and give access to as many faculty and support services as we can. We also wish to improve student access to the Internet.

   Response: During FY95, an additional 55 faculty and staff were connected to the internet, bringing the total to 80 (about half the campus). An open Student Internet lab with eight computers (soon to be expanded to 16) was constructed, and a separate Internet lab for faculty use and training was also created; both of these facilities are housed in the LRC.

4. Internet Training. The college is working with local Internet providers to establish an agreement wherein the college uses their personnel as part-time instructors to offer courses to students and local business. In return, the college will receive access for networked labs (including Mt. Vernon) for no charge except phone line rates.

   Response: Internet training has been Community Services' most popular area of interest this year. We have been conducting classes in conjunction with Midwest Internet. They have provided Community Services with special rates and free instructors. We have also conducted training for many faculty, staff and administrators of the regional school district. Faculty began in the spring semester of 1996. Eight classes were taught to 87 students. In the summer, six classes are being taught to 61 students.

5. Physical Plant Master Plan. The college has decided to invest the necessary funds to have an architect create a master plan for the physical plant. This plan should help guide expenditure of our resources more efficiently over a five year period.

Response: The college engaged Walton and Associates Architects from Springfield, Illinois, to write a Long Range Planning Infrastructure Survey. The survey was completed in June 1996 and covered specific repairs, renovations and reconstruction for all existing buildings, interior and exterior infrastructure, and campus grounds. Since most of the campus buildings are over 25 years old, a good working Master Plan is of critical importance. The document will have a tremendous impact on planning, priorities and finances over the next five years. Walton and Associates have detailed almost 3.9 million dollars worth of repairs and renovations to the existing physical plant. Copies of the Master Plan can be made available upon request.

6. International Studies, ESL, and Multiculturalize Curriculum. The college will attempt to expand services to second-language speakers, regulate international studies efforts, and assist faculty in obtaining training on how to multiculturalize existing courses.

Response: The college articulated and got approval from ICCB to add HIST 2107, Latin American History and SPCH 1105, Intercultural Communications to its curriculum. HIST 2107 was taught in the Summer of 1996, and Intercultural Communications will be taught in the coming year.

Community Services began a quarterly program of cultural diversity workshops for Rend Lake College faculty and staff. Dr. Ruth Johnson from S.I.U.C. taught a one day workshop entitled "You as a Cultural Being". She will return Fall 96 for another program.

Six instructors participated in the faculty cultural diversity workshop and are expected to report or implement what they learned in their classes in the fall. Additional workshops are planned for the coming year.

Because of the low number of ESL students on campus, the college cannot justify creating an entire ESL program. One qualified ESL instructors works with all of our ESL students on an individual basis.

7. High School Usage of the Distance Learning Network. In an effort to make better use of existing and anticipated distance learning equipment and facilities, the college is attempting to help district high schools form an organization to use the system to pool instruction. In addition the college has agreed to offer college courses over the network to advanced high school students in response to high school requests.

Response: In the spring of FY96, distance learning sites were established at two high schools within the district: Mt. Vernon High School and Pinckneyville High School. The college has worked an agreement out with Pinckneyville High School to offer one section of Art Appreciation and one section of Psychology. Nothing specific has been worked out with Mt. Vernon High School yet. It is hoped when we get more schools hooked up, that more use of multiple site transmissions can be coordinated.

8. **Alternative School**. In summer of 1995, the college offered to the first time courses to high school students who needed to make up credit. A late start limited us to 14 students, but we received enthusiastic encouragement from the high schools. The college hopes to expand the alternative school by starting earlier next year.

Response: In spring 96, semester 12 students were enrolled and successfully completed ½ credit of English. The course was offered from 6-9 on Tuesday and Thursday evenings for 15 weeks. The students are required to have 90 contact hours in order to fulfil state requirements.

In the summer 1996 semester, we have 20 students enrolled. We are offering English and Math. The courses are being offered from 9-12 on Monday thru Friday for four weeks. The students are required to have 60 contact hours in the summer.

Our intentions for fall 1996 are to offer more evening classes. The school districts and instructors are indicating that summer school enrollments have been down because this population of students are working on the JTPA summer youth program and/or other part-time jobs. We intend to offer American History and Math in the fall.

FY97 Priorities by Mission Statement

I. *Maintain an open admissions policy while establishing standards for entry into selected courses and programs.*

1. Share staff with local high schools for instructional and counseling purposes. (Electronics, Auto).
2. An auction of art work, produced and donated by students, to be held in fall of 1996, proceeds to go toward establishing one or more art scholarships. This activity would be coordinated by art instructor Theresa Howard, working in conjunction with the Rend Lake College Foundation. Theories has volunteered her time for this project.
3. Develop High School Honors Credit in Escrow to implement in summer of FY97.

II. *Provide quality curricula in baccalaureate/transfer education, occupational/technical education, developmental education and continuing education.*

1. Revise and/or rearticulate science courses so they more closely match courses offered by four year colleges and universities.
2. Develop a three semester hour Nutrition Course.
3. Make more horticulture classes available in the agricultural curricula.
4. Offer a service writers class as an elective in the Agriculture Mechanics and Automotive Mechanics curricula.
5. Implement ADAM software into anatomy/physiology classes using computer lab in Science building.
6. Obtain a second cadaver for the anatomy/physiology classes.
7. Implement chemistry computer probes, software, and hardware into chemistry.
8. Develop a Beginning Scuba Diving class.
9. A series of informal, intradepartmental workshops wherein technically skilled members of the department will share their knowledge of, for example, CD ROM and the Internet with their less-skilled colleagues.

III. *Provide comprehensive student services, including academic, financial and personal support necessary to student success.*

1. Test use and feasibility of offering computerized ASSET.
2. Develop proposal for Technology Committee to provide equipment for (1).
3. Develop and implement an Academic Assistance course that will include instruction in topics such as study skills, management, etc.
4. Improve student-athlete retention, grade point average, and graduation rates.
5. Establish an ongoing intramural program.
6. Install an automated debit card system for printing material from the Internet and CD-ROM network computers.
7. Expand campus satellite system to additional campus locations. This would include the installation of television monitors and/or VCRs in each location.

8. Expand the capacity of the new Student Internet Lab from eight computers to sixteen and add two laser printers.
9. Expand the number of terminals connected to the Shawnee Library System by two. This would make nine terminals available for patrons.
10. Increase the capacity of the Internet telecommunications line from a 56Kb line to a fractional T1 line. The increase in capacity would include contracting with a new Internet vendor, purchase of a T1 CSU/DSU and a new set-up of our server and software.
11. Implement Micro Study Guide and Quiz Bank in Science Building.

IV. Foster global awareness and understanding through its curricula, faculty/staff development and community outreach programs.

1. Offer two faculty development seminars on adding multicultural elements to existing courses through community services.
2. Revise current faculty development plan to provide incentives to develop multicultural courses and change existing courses.
3. Offer a section of Intercultural Communication exclusively to faculty, and award movement on salary schedule for successful completion of it.

V. Contribute freely to the economic development of Southern Illinois by responding to community needs and providing short-and long-term training and re-training programs.

1. Develop Computer Electronics Certificate as option to existing M.
2. Develop 16 hour Computer Application Certificates to enhance Secretarial MS degrees as options.
3. Implement the Manufacturing Program curriculum.
4. Develop equipment sources for the manufacturing program.
5. Develop the welding equipment inspection program.
6. Develop a Certificate and Associate in Applied Science in Fire Science.

VI. Encourage the use of its facilities, staff and resources by the community.

1. Develop Life Guard Training I (to certify Red Cross Life Guards).
2. Develop Life Guard Training II (to certify (1) Head Life Guards and (2) Water Front and Water Park **Life Guards).**
3. Develop Water Safety Instructor (WSI) (to certify persons teaching swimming and lifesaving).
4. Estate Planning Seminar, November 4, 1996, 9 a.m. to 4 p.m., Rend Lake College Theater.
5. Develop a section of HEA 1101 (Health Education) to be taken exclusively on the Internet. (Some work has been done on this course, but it is not near ready for articulation.)

VII. Formulate partnerships with other institutions and agencies to achieve its educational goals.

1. Open an attendance center at Times Square Mall, offering computer training and Internet training to local businesses, as well as regular classes.
2. Satellite One-Stop Center (partnership with Illinois Department of Employment Security).
3. Add fiberglass component to Manufacturing Program.
4. Continue to attempt articulation of the revised Architectural Technology Degree with four-year institutions.
5. Design a Criminal Justice curriculum that meets the needs of the correctional staff.
6. Expand coop for Culinary Arts.

Richland Community College

C-2.3 Priorities Statements

Richland Community College has developed a working document called the Institutional Plan. In this plan, the college lists primary goals that are addressed each year. Each goal includes objectives, time frame, individual(s) responsible, and evaluation strategies. Although the primary goals may stay relatively stable each year, the objectives with the highest priority change due to annual planning and review. Listed below are the highest priority goals and related objectives for fiscal year 1996-97.

Primary Goal - The college shall continue to improve upon the high quality and effective services provided to all students.

- Expand the Associate Advisor Program to include recent two year graduates and high school counselors.
- Implement "On-the-Spot" financial aid processing for students and parents and develop computerized financial aid searches.
- Install Information Monitors at the campus facility to aid the transfer of information to students and assist in emergency situations.
- Establish a Traveling Career Center to assist in recruitment activities within the college's district.

Primary Goal - The College has been successful because of superior teaching: the college reaffirms its commitment to quality instruction, to involve students as "active" participants in the teaching process, and to enhance the transfer, vocational, occupational and career education offerings.

- Develop and fund a Computer Graphics instructional program.
- Develop and fund a Process Control Instrumentation instructional program.
- Develop and fund an Agriculture/Business instructional program.
- Develop and fund a Heating, Ventilation, Air Conditioning (HVAC) instructional program.
- Develop and fund an International Business instructional program.
- Develop and fund a Surgical Technology instructional program.
- Supplement the existing Spanish program by hiring a new full-time faculty member.
- Supplement the existing Math program by hiring a new full-time faculty member.
- Supplement the existing HVAC program by hiring a new full-time faculty member.
- Supplement the existing Surgical Technology program by hiring a new full-time faculty member.
- Support the existing Nursing program by budgeting for the full-time faculty members that were previously provided by the hospitals.

Primary Goal - The college reaffirms its commitment to provide quality educational programs and community offerings, enhancing the continuum of lifelong learning and transitional opportunities for individuals, businesses, and other entities throughout the district.

- Develop "Richland Corners" in all area libraries to provide brochures, pamphlets, and information on Richland programs and activities.
- Purchase eight new laptop computers and upgrades to increase the class-size capacity for business and industry courses.
- Obtain a new Lifelong Learning clerk position to assist in the continuing development of major program initiatives including the Concrete Sawing and Drilling Program and the Safety Awareness Programs.

Primary Goal - Entering students who are not ready for college-level study shall be provided appropriate college preparatory programming of excellent quality.

- Construct a Combined Learning Center within the college facility to allow for consistent work with students and coordination of efforts of faculty and staff.
- Expand the Applied Learning Skill Modules to allow students to upgrade specific skill areas to college level.
- Develop a comprehensive testing center in coordination with the Combined Learning Center.

Primary Goal - The college is committed to providing efficient and effective academic and administrative support services and appropriate physical facilities.

- Update copy center equipment to support academic and administrative tasks.
- Purchase computers, upgrade processors and hard drives to upgrade computer labs for students and Learning Resources Center catalog services.
- Replace Meridian phone system which is outdated and obsolete.
- Upgrade equipment for Biology, Automotive, and Fire Science programs.
- Build new sites for Distance Learning instruction at Clinton, Illiopolis/Warrensburg, and Decatur Public High Schools.

Rock Valley College

C-2.3: PRIORITY STATEMENTS: 1996-97

Computer Hardware and Software

- Select and implement a student record system (SRS).

Facilities, Health and Safety

- Replace ceiling access hatches and asbestos abatement of hatches.
- Replace roofs on selected buildings. Replace exterior doors on selected buildings with card access/handicapped accessibility doors, stairs/landings on stone bridge, and mobile bleacher units in the PEC.
- Update fire alarm system.
- Remodel restrooms per ADA.
- Improve the Bengt Sjostrom Theatre and the Studio Theatre including dressing rooms, shop area, and the backstage area; and install a new costume storage rack in the costume storage area.

Academic Programs, Courses and Services

- Begin to infuse curriculum with international content by:
  - creation of new courses,
  - development of modules for existing courses, and data collection for Title VI grant.
- Begin study for and planning of an Honors Program.
- Begin to deliver RVC course to in-district high schools (three key high schools, limit delivery of 2-4 classes by January 1997).
- Develop journalism production courses for students interested in working on the College literacy magazine and/or newspaper.
- Develop an A.F.A. in music and art.
- Withdraw low enrollment programs in real estate, hospitality, and global business/international trade.
- Conduct feasibility study to determine need for development and implementation of self-paced courses in selected mathematics classes.
- Implement holistic grading for the essay portion of College English placement tests.
- Offer at least two distance learning classes during the spring semester.
- Continue and expand the model EDP (External Diploma Program).
- Expand Community Services' programs for small nonprofit organizations, for professionals involved with young children or seniors, and offer quality educational international travel programs
- Develop a CEU data base program for professionals requiring additional hours of training to maintain their credentials.
- Expand programs and services in the west side of Rockford.
- Pursue additional grant funds for new growth of the Office of Employment and Grants.
- Establish an Education-to-Careers office that will support career awareness and work-based learning opportunities for students.
- Develop and implement a program for entry-level employees for the managed health care industry.
- Implement the Multi-skilled Technician program to meet the entry level employment needs for manufacturers.
- Participate in the state's effort to secure and implement a NIST supported Illinois Manufacturing Extension Center award where the College will be the extension center serving northern Illinois.
- Develop and implement specific programs designed to increase enrollment, efficiency, and retention.
- Expand efforts to integrate curriculum within and among disciplines.

- Encourage the development and use of computer-aided instruction by funding faculty-supported projects.

Board of Trustees, Organization and Personnel

- Begin the search for a new president with an anticipated starting date for the new president of August 1, 1997.
- Establish and staff a human resources office prior to the retirement of the present vice president/director of personnel (the vice president's position will remain vacant until staffed by the new president). The Director of Human Resources will report to the president.
- Transfer the administration of the ABE/GED programs to Personalized Learning Center.
- To better integrate PQP/Program Review, budgeting, and long range planning in the decision-making process.

Carl Sandburg College

C-2.3: Annually Updated Priorities Statements

Carl Sandburg College Institutional Focal Points and Goals (1996-97, 1996-2001)

I. Fiscal Responsibility - Develop and implement a college-wide revenue enhancement and expenditure control plan that will contribute to the fiscal solvency, yet will maintain the quality of services

- A. Establish/maintain an operating fund balance equal to 5-6 percent of the previous year's adopted budget.
- B. Develop institutional shape/make-up that best addresses long-range fiscal concerns.
- C. Enhance the college comprehensive risk management program.
- D. Expand external/grant funding to develop all aspects of the college operation.
- E. Establish/maintain a competitive compensation program to enable the college to attract and retain a quality work force.

II. Growth Through Operating Efficiencies and Productivity

- A. Promote growth on a program-by-program basis.
- B. Promote growth and instruction in underserved areas.
- C. Promote growth and operating efficiency through budgetary reallocation.
- D. Promote credit hour production through program efficiencies.
- E. Promote and facilitate growth through the development of human resources.
- F. Develop institutional shape/make-up that best addresses concerns program growth, program efficiency, and program stability.

III. Communications - Facilitate the flow of information to both internal and external constituents.

- A. Maximize institutional marketing and recruiting.
- B. Improve the flow of information (timeliness/effectiveness).
- C. Ensure College compliance with legislative/regulatory mandates.
- D. Develop institutional shape/make-up that addresses long-range communications concerns.

IV. Quality Instruction

- A. Develop resources to promote quality instruction.
- B. Implement a program for assessing and documenting student academic achievement.

V. Incorporate Emerging Technology

- A. Establish and maintain current technology in academic programs.
- B. Establish and maintain current technology in support functions.

NOTE: Institutional Focal Points are indicated by Roman numerals. Their accompanying Institutional Goals are noted by capital letters.

The college is currently evaluating its options relative to the following program submissions for either new programs or expansion of existing programs:

1. Herbicide Application and Licensure
2. IDEAS CAD - 3 Dimensional Drawing Program

3. Paramedic AAS Program
4. Food Service Management
5. Nails Technology
6. Associate in Fine Arts/Art

The college views the above list as a status at a particular point in time and not a restrictive list.

Sauk Valley Community College

C-2.3 Annually Updated Priorities Statements

1. Assessment

   - Implement the five-year plan for outcome-based assessments of academic courses and support services

2. Enrollment, Retention, and Student Success

   - Develop a campuswide enrollment/retention plan to increase student success
   - Implement cost-effective and user-friendly admissions and registration procedures
   - Continue to monitor and analyze enrollment trends
   - Increase efforts to work cooperatively with the Latino community to encourage children and adults to value and seek additional education
   - Improve linkages between students and potential employers

3. Finances

   - Continue to operate on a balanced budget
   - Monitor and review health insurance costs through the Insurance Advisory Committee
   - Operate all continuing education and nonacademic courses and programs on a cost-recovery basis
   - Seek state, federal, and private grants to support projects that are consistent with the College's mission
   - Implement more cost-effective purchases and improved management information systems

4. Instruction

   - Incorporate IAI necessitated course and discipline changes
   - Maintain and upgrade existing programs while areas of feasible and appropriate curricular expansion are explored
   - Explore feasibility of AFA and AES degrees
   - Implement the new faculty mentoring program

5. Public Service

   - Assist in area economic development by providing existing and prospective businesses with training which matches workforce needs
   - Offer quality noncredit courses, seminars, and workshops which enhance lifelong learning needs of district residents
   - Increase easily accessible services in literacy, writing, mathematics, life-coping, and Job seeking skill classes to those who have not attained their high school diploma
   - Provide quality preschool care for children which complements their growth and learning
   - Encourage public access to the college through cost- effective marketing efforts, open house activities, and expanded linkages with high schools and employers
   - Continue the college's role as a community resource through cultural and athletic events, College for Kids, hosting the annual "peddlers" market, expanding our adult education program to capitalize on campus technology and recreational resources, particularly the aerobic fitness center
   - Expand partnerships with area high schools, community colleges, universities, businesses, labor, and human services agencies.

6. Student Access and Opportunity

- Facilitate the offering of additional baccalaureate programs on campus
- Expand the number of offerings at off-campus sites

7. Technology

- Improve and expand distance learning capabilities
- Implement the Instructional Technology Center to accommodate faculty needs
- Increase student and faculty access to computers
- Expand access to Internet and provide training to students, faculty, administration, and staff
- Implement the four-year technology plan to acquire, replace, and upgrade computers in classrooms, laboratories, and faculty offices
- Continue with the Banner software implementation completing Finance, Student, and Financial Aid modules
- Provide continuing staff training for efficient utilization of the Banner software

Shawnee College

C-2.3: Annually Updated Priorities Statements

Provide a one to two page description to be updated annually of the college's priorities identifying specific short-term objectives to be pursued in the areas of instruction, administration and public service. These priorities should be consistent with the mission and a natural extension of planning processes including NCA goal setting and ongoing strategic planning. The priorities statements should clearly guide decision-making and resource allocation. Included must be a program development plan for specific programs; e.g., new programs (including all to be submitted for ICCB approval for the coming year), expansion of existing programs, improvements or change in a program coming out of program review.

1. Shawnee Community College will complete a comprehensive strategic plan during the fall semester of 1996. The plan will focus on: Student Assessment, Student Success, Utilization of Technology for Instructional and Student Services, Staff Development, Physical Facilities, and Fiscal Concerns. Objectives for each goal are being developed by the respective committee. This process and the last step, prioritizing, will be completed by January 1, 1997.

2. Among the collegewide priorities are:

   - Ensure that North Central Association requirements are met as dictated by the 1995 final report.
   - Survey district #531 education and training needs through the college's Strategic Plan effort by October 15, 1996.
   - Develop a plan/overview of college programs that need to be expanded or eliminated, including staffing and financial impact analysis by January 1, 1997.
   - Explore program expansion/partnerships with other educational institutions (especially K-12). Promote and expand the Education to Careers program with the district's public schools. Also, continue to expand telecommunications (distance learning) classrooms in at least one of the district high schools.
   - Continue to expand and implement a staff development program for all college employees.
   - Establish a centralized comprehensive college development program in an effort to seek out new sources of revenue for the college.
   - Continue to expand the services of the Center for Workforce Development for the purpose of meeting the training needs of the businesses in the region.
   - Continue to promote and expand the services of the Small Business Development Center in order to improve economic conditions in the district and region.

3. In order to better meet the needs of industry in the district and region, the college plans to modify its low enrollment Building and Institutional Maintenance program. The program will be renamed the Power Systems Technology program. The curriculum will include courses which will provide the training necessary to work in plants which produce electricity.

   The Diesel Technology program was also reviewed. It was determined that it should be placed on inactive status.

Southeastern Illinois College

C-2.3: Priorities Statement

The Administrative Council began the strategic planning process during the fall 1995 semester. In February 1996 a Board of Trustees Planning Retreat was held to continue and refine the planning process. Before and after the planning retreat, faculty and staff had opportunities to be involved in the planning process for fiscal year 1997. The Priorities Statement is an outgrowth of this planning process.

Strengthen Recruitment, Retention and Student Success

- Develop an overall marketing plan for the college.
- Extend recruitment into Posey County, Indiana, and Crittenden County, Kentucky.
- Expand the recruitment/marketing of the humanities areas as new Humanities Building and Theater.

Complete and implement Federal and State Mandates

- Continue training all personnel in local, state and federal mandated training.
- Monitor and implement necessary modifications for compliance with E.P.A regulations.
- Develop and initiate a plan for training all personnel in local, state and federal mandated training topics.

Modify the curriculum to maintain currency and compatibility with needs of college clientele

- Establish a process to become more responsive to student/client needs.
- Involve Business and Industry in the Education-to-Careers program.
- Provide increased opportunities for communities, students and faculty to become more familiar with people from other countries and cultures.
- Continue to develop articulation and tech prep potentials for the two area secondary vocational systems.

Strengthen the institution's focus on excellence in instruction and services

- Encourage and support the Professional Development Committee to provide increased professional development activities at the college.
- Continue the newly appointed Information Technology Committee for the purpose of planning for the future informational technology needs of the college.
- Develop a plan to evaluate the quality of off-campus and part-time instruction.
- Pursue resources development through grants and foundation activities.
- Complete and include in the personnel file an annual inventory of administration, faculty and staff mandated training and professional development activities.
- Support the continued development and tradition of excellence with student intercollegiate and academic organizations.

Strengthen efficiency in the operation of the College

- Complete the expansion project at the college and complete movement into the new and remodeled facilities.
- Continue implementation of the in-house administrative computer system (I13M AS400).
- Update and monitor plans for improving routine cleaning and developing the campus grounds.
- Develop and implement a computer based inventory system and procedures to continually update capital equipment and general stores supplies.

- Connect the sales/inventory system in the college bookstore to the database in the AS400 computer system.
- Initiate activities necessary to meet ADA modifications and other construction/renovation projects.

Continue improving the comprehensive services provided by the College

- Provide necessary support for the college foundation in establishing an Alumni Association.
- Expand community services in areas such as recreation and tourism.
- Develop a Business Office Procedures Manual on purchasing, requisitions, billing and travel reimbursement.
- Provide employee in-service training programs.
- Monitor space and other needs for the Carmi Continuing Education Center.
- Hold public hearings (Focus Groups) in each county in the college district to gain input from our area citizens.

South Suburban College

C-2.3: ANNUALLY UPDATED PRIORITIES STATEMENTS

1. **Workforce Preparation**

   Develop an education to careers partnership that will direct a seamless school to work learning environment using local businesses, elementary and secondary schools, and community based organizations as partners.

   Form a partnership with the five community colleges in our higher education consortium to offer the services of a One Stop Career Center or at a minimum the services of a satellite center.

   Integrate skills standards into vocational programs, integrate technical and academic learning.

2. **Retention, Recruitment, Access**

   Revise the Deferred Payment Plan to increase access for students

   Develop a major marketing plan that will target underrepresented groups and emphasize the quality of the institution.

   Require a Master Academic Plan of all baccalaureate and vocational students who indicate an intent to transfer.

   Provide early intervention services to at risk students, identified by low reading levels, low GPA, high rate of withdrawals.

3. **Assessment of Student Outcomes**

   Continue to provide general student outcome data such as the transfer rate, the graduation rate, the student placement rate to the students and the community.

   Implement outcomes assessment plans in the areas of nursing, adult education, and public service.

   Analyze the results of outcomes assessment plans in the areas of allied health, student services, human services, mathematics, physical sciences, and natural sciences.

   Implement recommendations resulting from the analysis of outcomes assessment in the areas of business, general education, office administration, and computer information systems.

4. **Financial Stability**

   Operate a balanced budget for FY97

   All nonacademic programs shall operate on a cost-recovery basis.

   With the active involvement of faculty, aggressively pursue state, federal, and private grants that are consistent with the mission and goals of the College.

   Seek external funding to expand the University and College Center, an off-campus enrollment center, to meet the expanding demand for courses at that facility.

5. **Instructional Technology**

All degree seeking students will learn to access information using an electronic library.

Instructional technology workshops and training sessions will be delivered to update and maintain faculty skills.

A second classroom on the main campus will be equipped and remodeled for use as a distance learning classroom.

Institutional funds will be reallocated to provide line charges, maintenance costs, and upgrades for new technologies such as the internet and distance learning.

Spoon River College

C-2.3 Annually Updated Priorities Statements

The goals of the college emerge from the college's Vision and Mission Statements and provide direction for the institution. The following goal statements are long-range and designed to establish a framework for more specific objectives established by all team units of the college.

During the next three to five years, the Spoon River College Board of Trustees will join the college faculty and staff in aggressively supporting and pursuing the goals as listed, for the purpose of strengthening, enhancing, unifying, improving and building the many communities within the boundaries of District 534, for the common good of all citizens.

1. **Initiate and monitor activities that facilitate a smooth, successful, and seamless transition of SRC students** from high school, to public/private upper division programs and ultimately to a diverse and global workforce.

2. **Design, implement, and monitor state-of-the-art preprofessional and occupational programs that meet the needs of district residents:** incorporating education-to-career options for full-time students and work-to-school options for the employed adult learner.

3. **Implement and monitor a comprehensive quality assurance program** that assesses student learning through a variety of direct and indirect measures.

4. **Expand teaching/learning opportunities to targeted audiences:** maximizing telecommunications to positively impact educational programs and professional growth initiatives; creating open entry/open exit, media supported computer-based classes; offering accelerated educational programs for high school students, home schooled and home bound learners.

5. **Eliminate barriers for all students including special populations such as:** disabled, minorities, financially disadvantaged, adult learners and school dropouts.

6. **Enhance student life and student development while increasing community involvement in SRC:** expanding community service programs; increasing continuing education opportunities; encouraging intergenerational activities and multicultural programs; developing community celebrations; expanding visual and performing arts programs, intramural and intercollegiate athletics, and other student/cultural/family activities.

7. **Promote economic development** in the district through business partnerships; in-house contractual training; assistance in global ventures; promotion of entrepreneurial concepts; through business incubators and aggressively coordinating workforce development programs at the state and local level.

8. **Develop and implement a comprehensive institution-wide enrollment management program** that meets enrollment targets and improves internal and external communication processed with all SRC constituency groups.

9. **Continuously improve the quality and effectiveness in all SRC team units:** introducing greater efficiencies through creative technological applications; streamlining the organizational structure and operating procedures; providing adequate staffing for programs and services, implementing new management concepts; working towards greater economies of scale; and instituting preventive maintenance strategies.

10. **Develop and implement state of the art integrated higher education information and communication system(s):** providing timely, accurate data to the management team; Board of Trustees; and on-campus constituencies; as well as to external agencies, i.e., ICCB, ISBE, IBHE, NCA.

11. **Maximize the potential of all employees:** creating a comfortable, supportive, empowered, positive, nonhostile work environment where professional development programs abound; diversity is welcomed; affirmative action ensured; and where innovation is encouraged and failure tolerated.

12. **Provide safe, clean, functional, accessible, attractive, comfortable and energy efficient facilities** that enhance the teaching/learning process and engender community pride.

13. **Increase and enhance the resources of SRC** through creative entrepreneurial initiatives with public/private agencies and educational institutions: expanding efforts in submitting grant proposal; creating joint-ventures with a variety of entities; collaborating with business, agriculture and industry; and strengthening the SRC Foundation.

Triton College

C-2.3: The *Priorities, Quality and Productivity of Illinois Higher Education: Summary and Assessment for 1993 - 94 and Recommendations for 1994-95* (Nov. 1994, page 51) contained the following reference to Priorities Statements: (Colleges should use) "focus statements and well-defined priorities statements to make decisions in planning, budget development, internal budget allocation, program review, and program development." Priorities Statements are to be reviewed and updated on an annual basis.

Last year's Priorities Statements should be carefully examined in view of changes at the college and in the external environment. The updated Priorities Statements should focus on new and ongoing initiatives at the college.

Response to Question C-2.3:

The 1995-1997 Strategic Plan was developed by a representative cross section of the college's faculty and staff and reviewed, modified, and accepted by the Strategic Plan Steering Committee. The plan was presented and approved by Triton's Board of Trustees at the May 1995 board meeting. The following are the strategic goals along with the priority items listed for FY 97:

Stabilize Enrollment and Increase Retention

- Monitor and adhere to the 1994 Enrollment Report.
- Reorganize the Enrollment/Retention Committee to identify and implement strategies to stabilize enrollments and increase retention.
- Develop and incorporate a monitoring system to identify academically "at-risk" students and provide them with comprehensive counseling and appropriate support services to increase retention. Recommend software necessary for enrollment, retention, and state reporting for reimbursement.
- Identify new programs for development and implementation.
- Establish and implement a plan for networking and articulating with other local common school and governmental and business entities.

Implement and Modify an Academic Assessment Plan

- The Assessment Committee will monitor and modify, as needed, the various models of academic assessment.

Develop and Implement An Accountability Program

- The Office of Research will review all current data available, particularly as it relates to retention and marketing. The Office will identify areas where needed data are currently unavailable and present a plan and time line for obtaining it.
- Prepare a plan which defines institutional cost containment strategies in relation to college mission and goals.
- Evaluate the need to consolidate or eliminate low enrollment/high cost programs.
- Establish a comprehensive long-range preventative maintenance plan.

Expand and Maintain Technology for Instructional Needs

- Maintain an inventory of instructional equipment and software on campus.
- Computer advisory committees will recommend Information Technology platforms. Deans will coordinate the budgeting and purchase of computer software and equipment for instructional needs.

- Based on fiscal resources and program viability studies, with the exception of computers, a schedule or the replacement and upgrade of labs and equipment.
- Develop a funding plan to replace and upgrade equipment in priority areas and to provide for training of personnel to ensure optimal use of new equipment.
- Develop a plan to provide instructional technology training for faculty.

Institutionalize a Student Oriented/Staff Development Plan to Create an Effective Organizational Climate

- Institutionalize an employee orientation/staff development plan to create an effective institutional climate.
- Review current Affirmative Action Plan and monitor its procedures and effectiveness.
- Provide professional development and recognition for adjunct faculty.
- Establish training for all staff in customer service.
- Implement interdepartmental cross training program for more effective use of human resources.

Promote Stability and Participation In Instructional Governance

- Provide opportunities for the Board and upper administration to attend workshops on governance and stability.
- Encourage the involvement of Board members and administration in statewide organizations and committees devoted to educational endeavors.
- Arrange for the orientation of new Board members.
- Update the institution and community on the progress of the Strategic Plan.
- Use a participatory decision making approach in accomplishing the mission of the college.

Improve Academic Support Services to Increase Student Success

- Review and modify, if needed, student support services to ensure quality and overall effectiveness (counseling, tutoring, advising, mentoring, and independent learning).
- Provide educational training for staff and faculty, including adjunct faculty, in the policies and procedures for the effective delivery of support services.
- Implement student/staff feedback information process for continuous improvement of support services.
- Provide in-service programs for all faculty and staff on availability and access to academic support resources and services.

Develop and Implement an Effective Marketing Plan

- Develop an overall marketing plan which includes the marketing of individual departments based on their enrollment projections/revenue potential.
- Internally execute marketing promotional plan.
- In cooperation with the Faculty Association, encourage faculty involvement in student services marketing and retention services.

Increase Partnerships

- Review existing partnership activities to assess their effectiveness and mutual benefit.
- Develop new initiatives to strengthen partnerships (business, industry, schools and municipalities).
- Recognize existing beneficial partnerships (business, industry, schools and municipalities).
- Examine the feasibility of establishing more community outreach sites to offer college courses.
- Offer curriculum and programs to serve local community needs for employee training.
- Expand distance teaming and Internet access to high school and business partner sites.
- College President and faculty or staff (if appropriate) visit business and industry leaders in the district.
- Examine the feasibility of expanding existing campus classrooms to accommodate new partnerships.

Investigate New Sources of Revenue

- Seek out federal grants to enhance or increase partnership activities which relate to College's strategic initiatives.
- Provide feasibility and action plans to increase funding in the following areas:
  1) New programs with high enrollment and revenue potential and positive long-term employment outlook.
  2) External funding from grants, foundations, and private sources.
  3) Increase use of services such as television and radio station by external agencies.
  4) Sponsorship of radio and TV programs by area businesses.
  5) Sponsorship of national sports events by local businesses.

Develop and Implement Curricular Innovation

- Provide and enhance training in new areas of instructional methodology.
- Develop curricular integration between applied technologies and arts and sciences.
- Develop additional cost effective non-traditional programs for non-degree students (Continuing Education, Distance Learners, EDI, CECHP, etc.)

Improve Access and Delivery of Information to Students/Staff

- Upgrade campus Novell servers and TritonNet.
- Add Windows '95 to stations in AT Building.
- Develop training programs for new hardware and compatible software.
- Market courses to improve employee and student computer skills.
- Enhance student services information systems for monitoring student progress.
- Accurately track occupational students through data base, i.e., self identification of majors.
- Utilize the Fifth Avenue Journal to promote campus activities.
- Computer advisory committees will recommend enhancements to the hardware and software platform of the college.

Improve and Enhance Campus Facilities

- To review and upgrade the facilities survey.
- Develop a schedule for the implementation of facility maintenance and upgrades.

Develop and Implement an Information Technology Planning Process that Supports the Information Technology Needs of the Institution

- Develop a three year information Technology planning process that supports the Information Technology needs of the institution.
- Establish a steering committee for Information Technology planning.

Waubonsee Community College

C-2.3: Updated Priorities Statements

Waubonsee Community College Strategic Planning for the Next Decade, developed by staff, faculty, administration and Board of Trustees outlines priorities.

Strategic Directions for the Next Decade

1. The college will evaluate, develop, and enhance the management of **human resources** to meet the needs of the next decade.
2. The college will determine new workforce initiatives for implementation while maintaining and enhancing current **economic development** services.
3. The college will provide **facilities** to meet the changing needs of the educational programs.
4. The college will maintain **financial stability** through effective development and management of the college's resources.
5. The college will continue to support the institutional belief that **student** are the most important purpose of Waubonsee Community College.
6. The college will research and evaluate opportunities to increase **accessibility of services and programs** to district residents, and implement appropriate strategies that respond to those opportunities. Partnership and cooperative ventures with community agencies and private businesses will continue to be explored in delivering expanded services.
7. The college will ensure accountability in the areas of student achievement and overall institutional effectiveness through **institutional research**.
8. The college will identify, research, and implement appropriate new **technologies** to improve educational programs and administrative processes.
9. The college will continue to revise the **curriculum and develop new programs** to meet the changing training and educational needs of the college district.
10. The college will implement a comprehensive **communications,** public relations and marketing program to inform district constituents and the public of the college's values, programs, services and events.
11. The college will strengthen its many connections to citizens, corporate, philanthropic, non-profit and government communities for the purpose of maximizing resources.

Strategic Direction
Human Resources

1. The college will evaluate, develop, and enhance the management of **human resources** to meet the needs of the next decade.

   1.1 Continue development and enhancement of a comprehensive staff development and training program for full and part-time staff, and faculty, with special emphasis on quality service.

   1.2 Develop strategies for increased effectiveness in the areas of recruitment, selection, and placement for all staff--full-time and part-time.

   1 .3 Continue to develop the plan for the reallocation of human resources where deemed necessary, including the promotion of internal cooperation among units of the college to share use of staff£

   1.4 Develop new initiatives to enhance the recruitment of minorities, including an emphasis on minority hiring, and incorporate cultural diversity within the institution.

   1.5 Monitor the human resource plan to incorporate effectiveness measures.

   1.6 Continue to use an assessment and selection procedure in hiring new staff, to ensure quality. Develop an employment model which is sensitive to diverse populations.

1.7 Train and update faculty on the integration of appropriate technologies within the curriculum.

Strategic Direction
Economic Development

2. The college will determine new workforce initiatives for implementation while maintaining and enhancing current economic development services.

2.1 Research and utilize new workforce initiatives, delivery systems, scheduling, strategies, and products to meet the changing needs of the business community.
2.2 Institute comprehensive methodologies to identify and provide training services to meet the economic development, human resource, and technological needs of the community.
2.3 Emphasize effective marketing of the workforce services provided by the Corporate Development and Training Center and the Small Business Development Center.
2.4 Serve as a clearing house, facilitating agent or broker for area business and industry training and information needs.
2.5 Continue to implement a plan that will allow the CDT to enhance its success in generating FTE and providing certificate opportunities for employees in local business and industry.
2.6 Continue to evaluate the needs and establish a plan for increased services to provide career exploration, job placement and retraining for residents of our community (i.e., KDK/WCC computer hookup to current employment information).
2.7 Integrate new collaborative workforce partnerships with civic, governmental, and professional business associations on a local, regional, state and national level for effective use of resources.
2.8 Re-examine self-supporting financial strategies to support current economic development services and encourage new initiatives. Develop a system to measure cost-effectiveness and productivity of CDT.
2.9 Utilize the leadership breakfast format to bring in area business and industry leaders to gain input for CDT training programs.
2.10 Review and carefully define the college's role in workforce development and determine the types of training and assistance that we can provide for the area's business and industry, and focus our -resources on doing this well.
2.11 Actively seek out block funds from state and federal sources and leverage them into enhanced training services for the area's business and industry.
2.12 Strengthen relationships with external partnerships, such as KDK and VIA, and maintain accountability in related contractual areas.

Strategic Direction
Facilities

3. The college will provide **facilities** to meet the changing needs of the educational programs.

3.1 Provide a safe and secure environment through a regular prevention and safety program.
3.2 Continue to review facilities to ensure compliance with federal, state and local environmental guidelines and regulations, that relate to district facilities and their usage.
3.3 Work with governmental and other entities to maximize the use of natural resources, utilities and the physical plant.
3.4 Review access to the college via public roadways, entrances, and trail systems, consistent with the master facilities plan.
3.5 Continue to monitor development adjacent to the Sugar Grove and Aurora campuses, as well as other instructional locations, to determine impact on the operation of college programs.
3.6 Complete the campus entrance and roadway project at the Sugar Grove Campus.
3.7 Re-evaluate permanent extension sites in the Geneva area, and complete construction at the Waubonsee Center at Copley site.

3.8 Complete the acquisition of land adjacent to the Sugar Grove Campus, in cooperation with appropriate governmental bodies, to provide for future campus expansion and a buffer zone between the college and surrounding development.

3.9 Continue to update and renovate the Aurora Campus.

3.10 Implement a program to evaluate existing HVAC equipment at the Sugar Grove and Aurora campuses and replace as necessary.

Strategic Direction
Financial Stability

4. The college will maintain **financial stability** through effective development and management of the college's resources.

4.1 Develop an institutional model to continually evaluate the allocation of the college's financial resources, consistent with college goals.

4.2 Develop timetables to review the financial condition of all programs and services.

4.3 Incorporate a financial review as an integral part of all new programs and-services.

4.4 Develop a comprehensive plan for the acquisition and the exchange of properties, equipment, goods, and services.

4.5 Maintain a minimum operating surplus reserve.

4.6 Consider the establishment of a reserve for technology replacement equipment and major repairs.

4.7 Review and evaluate the college's chargeback approvals and cooperative programs with other community colleges. Implement the Master Cooperative Agreement with the colleges in the Regional Consortium.

4.8 Review tuition waiver programs for possible economies, or other sources of funding.

4.9 Inform district residents, as well as business and industry of the economic benefit of a community college through an economic impact study.

4.10 Review and evaluate the need for referenda, as appropriate to address financial stability of the college.

4.11 Develop a pro-active approach at the state and federal levels to meet the college's financial needs.

4.12 Review the financial potentials within all Illinois state statutes that apply to public community colleges.

4.13 Analyze the State funding formula to determine course offerings that would maximize state apportionment funding and meet district needs.

4.14 Develop strategies to seek additional funding sources from business, governmental agencies, and individual users. Market facilities for rental income.

4.15 Explore fund-raising opportunities in conjunction with the College Foundation.

4.16 Continually study the college operations for the purpose of discovering cost saving alternatives.

4.17 Determine and establish "self-supporting" programs and services, such as, CDT, and Community Education, and Distance Learning Institute.

4.18 Explore shared facility use with other public and private entities in order to more effectively utilize existing resources.

4.19 Investigate alternative funding resources to finance outreach/campus expansion requirements.

Strategic Direction
Students

5. The college will continue to support the institutional belief that **students** are the most important purpose of Waubonsee Community College.

5.1 Analyze and evaluate existing levels of student services provided for the various segments of the student population. Identify and provide for unmet student needs.

5.2 Review the comprehensive academic **advising system** and its impact on the student body.

5.3. Define the various student populations to be served by the college and establish the level of institutional commitment for those Special Populations to include full-time, part-time, degree-seeking, transfer, occupational, disabled, minority, disadvantaged, adult, honors, at-risk, women, and senior citizens.

5.4 Review the recruitment and transitional strategies for minority students and other targeted populations. Develop a campus climate that recognizes and values the cultural and ethnic diversity of students.

5.5 Expand the student financial aid services to reach additional students. Integrate the Student Financial Aid Program into the overall college recruiting program.

5.6 Evaluate the student intake process and available student support services.

5.7 Evaluate the effectiveness of campuswide enrollment enhancement efforts.

5.8 Strengthen the Student Development organizational structure and it!' ties to educational units for effective and flexible service to diverse student needs.

Strategic Direction
Outreach

6. The college will research and evaluate opportunities to increase **accessibility of services and programs** to district residents, and implement appropriate strategies that respond to those opportunities. Partnership and cooperative ventures with community agencies and private businesses will continue to be explored in delivering expanded services.

6.1 Continue to assess and examine off campus needs (location, facilities, staffing, delivery systems).

6.2 Refine and strengthen the scheduling of offerings of both credit and noncredit courses at all extension sites, through the new organizational structure. Develop a model coordinating credit and noncredit courses.

6.3 Continue to analyze the demographics of the communities served by quadrants (ratio served, expected to serve, etc.).

6.4 Extend the services and educational offerings of the college through distance learning technologies--including microwave, ITFS, cable, the college UHF station, and the Internet, in light of available resources and the ability of the college to sustain the systems over the long term.

6.5 Establish procedures to enhance the coordination, recruitment, and quality of services offered at extension sites.

6.6 Establish additional, permanent extension sites in strategic areas of the college's district--the Geneva-Batavia area, and the Waubonsee Center at Copley.

6.7 Strengthen collaborative efforts to foster cooperative programming with various types of organizations and continue to enhance partnerships with local community and government agencies-including the use of shared facilities, to avoid financial drain on the college resources.

6.8 Measure the "effectiveness" of the outreach programs and assist in determining when selected programs should be phased out.

6.9 Implement strategies to increase services to the residents of Aurora, especially the Eastside, thereby increasing the percentage of residents served in that community.

Strategic Direction
Institutional Research

7. The college will ensure accountability in the areas of student achievement and overall institutional effectiveness through **institutional research.**

7.1 Coordinate the research plan for all aspects of the college.
7.2 Monitor the Institutional Effectiveness Measures for their effectiveness in terms of performance and achievement of purpose.
7.3 Continue to develop a systematic institutional data base that will facilitate the collection of college and student information in a consistent format that can be used for completing reports to external agencies as well as for internal research projects.
7.4 Coordinate and integrate college research efforts with the annual strategic planning process.
7.5 Centralize, in the college's research office, all accountability, measurement and reporting to include: Priority, Quality, Productivity (PQP), Program Evaluation and Review, and other ICCB and IBHE required reports of this type.
7.6 Assist in market research efforts with the college marketing program.
7.7 Implement the Assessment of Student Academic Achievement Plan.

Strategic Direction
Technological Advancement

8. The college will identify, research, and implement appropriate new **technologies** to improve educational programs and administrative processes.

8.1 Establish and implement Distance Learning Institute.
8.2 Develop a systematic procedure to train faculty members in new instructional technologies and provide regular, on-going training for faculty to use new technologies in the classroom.
8.3 Develop a procedure to identify and research new technology and determine its feasibility and cost effectiveness for the college.
8.4 Implement researched technologies that will:
A. Provide improved access to information and services
B. Increase productivity
C. Provide an improved educational environment
D. Support remote locations
E. Bring education to the student
8.5 Explore cooperative efforts with other organizations to develop joint efforts to share technology.
8.6 Identify and provide human resources to implement and maintain new technologies.
8.7 Fully implement and expand alternative educational delivery systems--TIC, ITFS, audio courses, satellite courses, etc.
8.8 Expand computer-assisted instruction (CAI) to include additional academic areas.
8.9 Provide leadership for the Statewide Telecommunications System in cooperation with ICCB, IBHE, ISBE, or other state agencies.
8.10 Review the college commitment to distance technologies and develop a plan for the future development of the distance technologies system which will expand educational opportunities and be financially feasible for the college to sustain over the long term.
8.11 Continue to implement, evaluate and develop organizational structure for WCC technologies.

Strategic Direction
Program Development

9. The college will continue to revise the **curriculum and develop new programs** to meet the changing training and educational needs of the college district.

9.1 Enhance the system to identify new instructional programs and expedite the **process for** developing and bringing new programs on line.
9.2 Offer additional academic and occupational programs during the evening and weekends to meet the career and educational needs of non-traditional students.

9.3 Develop additional articulation agreements with our vocational centers and secondary schools. Technical Prep or 2 + 2 agreements will be developed for all occupational program areas that are offered in area secondary schools. Expanded technical prep 2 + 2 + 2 (secondary school, community college and university) agreements will be developed for selected occupational areas.

9.4 Revise and update the present curriculum to keep pace with changes in technology, area employment, and training needs.

9.5 Implement the provisions of the statewide articulation initiative to ensure smooth transfer and student success.

9.6 Continue to systematically evaluate non-credit community education courses and Corporate Development and Training courses for areas that can be converted to credit courses and programs.

9.7 Maintain or continue to expand the range of curriculum related partnerships with other community colleges (cooperative agreements), secondary schools, vocational centers, area industries, and library systems.

9.8 Develop post AS degree certificates in selected areas to provide technical specialty training for students who need to upgrade skills.

9.9 Develop additional programs in allied health fields at the technical level.

9.10 Enhance diversity in instructional programs and campus activities.

9.11 Evaluate the curriculum relationship between developmental and college-level courses to ensure successful student transitions.

9.12 Develop new programs or enhance existing programs that take advantage of the unique possibilities presented by technological advancements.

Strategic Direction
Communications

10. The college will implement a comprehensive **communications,** public relations and marketing program to inform district constituents and the public of the college's values, programs, services and events.

10.1 Research and develop methods of effectively communicating the values, programs, services, schedules, and special events offered to district citizens.

10.2 Review all college literature and advertising as they relate to the general college image and establish a plan for the conveyance of college values to employees, students, and the public.

10.3 develop and maintain a schedule of involvement by the college and the conveyance of information in civic clubs and organizations throughout the district.

10.4 Integrate the use of the college's various distance learning technologies systems and electronic media access into a comprehensive communications plan that will effectively communicate and market the college's curriculum offerings, services, registration information, special events and community/college partnerships.

10.5 Develop and initiate a guest relations training and procedures that will allow staff the ability to pass on accurate information and provide quality service to internal and external clients.

10.6 Emphasize student recruitment objectives in all public relations, marketing and communications activities.

10.7 Continue to incorporate and emphasize student support services as an integral part of the college marketing program. These services will be highlighted in college advertising and marketing efforts on a consistent basis.

10.8 Develop a service model in public relations to meet the college's ever-growing demands.

Strategic Direction
Institutional Advancement

11. The college will strengthen its many connections to citizens, corporate, philanthropic, nonprofit and government communities for the purpose of maximizing **resources.**

11.1 Locate and update information on the college's alumni and incorporate that information into a reliable database.

11.2 Maximize the involvement of the Waubonsee Community College Foundation Board Members and the Waubonsee Community College Alumni Association Board Members.

11.3 Build on the grantmaker relationships which already exist with individuals, corporations, philanthropic foundations and government agencies for sustaining academic and community education programs.

11.4 Review the existing endowment structure and adopt a model for expanding the income which the college receives from funds it manages in perpetuity.

11.5 Design and market a planned and deferred giving program beginning with a calling program on area bankers and attorneys who handle trusts and estates.

John Wood Community College

C-2.3 - Institutional Priorities

John Wood Community College has established the following priorities for fiscal year 1997:

Campus Development

- Begin campus development through Science & Technology Construction project.
- Pursue funding for the development of the remainder of the campus.

Enrollment Enhancement Efforts

Appoint an "Enrollment Management Team" whose responsibilities include the implementation of initiatives designed to increase enrollment. Initiatives may include:

- The design and implementation of a campus retention study.
- The development of standardized recruitment processes and contacts using current software.
- The use of student ambassadors.
- The development and distribution of program brochures.
- Articulation projects.
- Consideration and planning of recruitment initiatives in Missouri.

Institutional Effectiveness

- Continue to develop and refine accountability measures that effectively indicate results of student success and assess the college's effectiveness.
- Develop common definitions of indicators of student outcome measures for both short- and long-term student goals.
- Enhance data systems to provide information which will assist with accountability and institutional planning.
- Revise and monitor the schedule of course syllable revisions to ensure that all syllabi are expressed in performance-based form by the end of fiscal year 1999.

Instruction (Improve teaching and learning environment)

- Through the use of grant funds interactive CD/ROM software will be acquired to support instruction in Open Learning Center transfer courses as well as in business, manufacturing, electrical technology, office technology, agriculture, etc.
- Through the use of college and grant funds, computers will be acquired to update at least one instructional lab to Pentium machines, and the machines which they will replace will be appropriately distributed to other labs or faculty desks so that nearly all faculty will finally have ready access to a computer at their work station.
- Develop academic programs in machine tool technology, electrical technology, physical therapy assisting, sales, horticulture, and building construction.
- Through the use of grant funds, initiate Education-to-Careers activities to improve the preparation of students for employment.
- Select faculty members will become proficient in the use of computer-assisted instruction software in reading, writing, and math, anticipating a developmental education pilot project in fiscal year 1998.

Technology Initiatives

- Increase efforts to train staff to use available hardware and software.
- Complete the campus infra-structure and determine priority and provide access to identified employees.
- Once the campus infra-structure is in place provide priority access to the Internet to faculty.
- Complete the implementation of the Banner Financial Aid module and begin work on the Human Resources module.
- Determine which instructional labs will be networked and linked to the Internet.

Public Service

- Assist the district economic development by providing existing and prospective businesses with support in training by offering instruction which responds to the needs of the work force and community, and support the procurement of federal contracts.
- Provide effective, nonthreatening and easily accessible basic reading, writing, math, life-coping, and/or job seeking skill classes to those who have not attained their high school diploma or whose first language is not English.
- Offer quality continuing and professional educational courses, seminars, workshops, and exhibits which will enhance the lifelong learning of district residents.
- Provide meaningful opportunities for volunteer service especially for those district residents over the age of 55.
- Provide quality preschool child care.